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ALTERNATE FUND DEVELOPMENT
for
DRUG TREATMENT PROGRAMS

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Resource Manual

September 1980

U.S. DEPARTMENT OF
HEALTH AND HUMAN SERVICES
Public Health Service
Alcohol, Drug Abuse, and Mental Health Administration

NATIONAL INSTITUTE ON DRUG ABUSE
Office of Program Development and Analysis
5600 Fishers Lane
Rockville, Maryland 20857

HE 20.8208:

ACKNOWLEDGMENTS

This resource manual was written by Juan M. Lopez, Margaret J. Stone, L. Edward Covington, Melvena L. Sherard, and Patricia D. Shapiro, National Institute for Advanced Studies, Washington, D.C., for the National Institute on Drug Abuse under Contract Number 271-80-1503. Acknowledgment is extended to The Vitam Center, Inc., Norwalk, Conn., and VOLUNTEER: The National Center for Citizen Involvement, Washington, D.C., in providing resource material. Special acknowledgment is extended to Kerry Kenn Allen and David Tobin from VOLUNTEER, Cynthia J. Schelcher, Executive Director, Crippled Children's Society of Santa Clara, Ca., and John W. Thomas, Director of Citizen Board, University of Miami, for their professional advice and consultation. Mel Segal served as the NIDA project officer.

ALTERNATE FUND DEVELOPMENT FOR DRUG TREATMENT PROGRAMS

RESOURCE MANUAL

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Subpart F—Grant-Related Income

§ 74.40 Scope of subpart.

This subpart contains policies and requirements relating to (a) program income and (b) interest and other investment income earned on advances of grant funds.

§ 74.41 Meaning of program income.

(a) Except as explained in paragraphs (b) and (c) of this section, program income means gross income earned by a recipient from activities part or all of the cost of which is either borne as a direct cost by a grant or counted as a direct cost towards meeting a cost sharing or matching requirement of a grant. It includes but is not limited to such income in the form of fees for services performed during the grant or subgrant period, proceeds from sale of tangible personal or real property, usage or rental fees, and patent or copyright royalties. If income meets this definition, it shall be considered program income regardless of the method used to calculate the amount paid to the recipient—whether, for example, by a cost-reimbursement method or fixed price arrangement. Nor will the fact that the income is earned by the recipient from a Federal procurement contract or from a procurement contract under a Federal grant awarded to another party affect the income's classification as program income.

(b) For research grants that are subject to an institutional cost-sharing agreement, income shall be considered program income only if it is earned from an activity part or all of the cost of which is borne as a direct cost by the Federal grant funds. An institutional cost-sharing agreement is one entered into between HEW and a grantee covering all of HEW's research project grants to the grantee in the aggregate.

(c) The following shall not be considered program income:

(1) Revenues raised by a government recipient under its governing powers, such as taxes, special assessments, levies, and fines. (However, the receipt and expenditure of such revenues shall be recorded as a part of grant or subgrant project transactions when such revenues are specifically earmarked for the project in accordance with the terms of the grant or subgrant.)

(2) Tuition and related fees received by an institution of higher education for a regularly offered course taught by an employee performing under a grant or subgrant.

(d) For the purposes of this subpart, program income is divided into several categories. Each category is treated in a separate section of this subpart.

§ 74.42 General program income.

(a) *Definition.* General program income means all program income accruing to a grantee during the period of grant support or to a subgrantee during the period of subgrant support, other than the special categories of such income treated in §§ 74.43 through 74.45.

(b) *Use.* (1) General program income shall be retained by the recipient and used in accordance with one or a combination of the alternatives in paragraphs (c), (d), and (e) of this section, as follows: The alternative in paragraph (c) may always be used by recipients and must be used if neither of the other two alternatives is permitted by the terms of the grant. The alternatives in paragraphs (d) or (e) may be used only if expressly permitted by the terms of the grant. In specifying alternatives that may be used, the terms of the grant may distinguish between income earned by the grantee and income earned by subgrantees and between the sources, kinds, or amounts of income.

(2) The terms of a subgrant may restrict the use of general program income earned by the subgrantee to only one or some of the alternatives permitted by the terms of the grant, but the alternative in paragraph (c) of this section shall always be permitted.

(c) *Deduction alternative.* (1) Under this alternative, the income is used for allowable costs of the project or program. If there is a cost-sharing or matching requirement, costs borne by the income may not count toward satisfying that requirement. Therefore, the maximum percentage of Federal participation is applied to the net amount determined by deducting the income from total allowable costs and third-party in-kind contributions. The income shall be used for current costs unless the granting agency authorizes deferral to a later period.

(2) To illustrate this alternative, assume a project in which the grantee incurs $100,000 of allowable costs and receives no third-party in-kind contributions. If the grantee earns $10,000 in general program income and this alternative applies, that $10,000 must be deducted from the $100,000 before applying the maximum percentage of Federal participation. If that percentage is 90 percent, the most that could be paid to the grantee would therefore be $81,000 (90 percent times $90,000).

(d) *Cost-sharing or matching alternative.* (1) Under this alternative, the income is used for allowable costs of the project or program but, in this case, the costs borne by the income may count toward satisfying a cost-sharing or matching requirement. Therefore, the maximum percentage of Federal participation is applied to total allowable costs and third-party in-kind contributions. The income shall be used for current costs unless the granting agency authorizes deferral to a later period.

(2) To illustrate this alternative, assume the same situation as in paragraph (c)(2) of this section. Under this alternative, the 90 percent maximum percentage of participation would be applied to the full $100,000, and $90,000 could therefore be paid to the grantee. (It should be noted that if $20,000 of general program income is earned, only $80,000 could be paid, since a grant cannot pay for costs which have been borne by general program income.)

(e) *Additional costs alternative.* Under this alternative, the income is used for costs which are in addition to the allowable costs of the project or program but which nevertheless further the objectives of the Federal statute under which the grant was made. Provided that the costs borne by the income further the broad objectives of that statute, they need not be of a kind that would be permissible as charges to Federal funds.

Examples of purposes for which the income may be used are:

(1) Expanding the project or program.

(2) Continuing the project or program after grant or subgrant support ends.

(3) Supporting other projects or programs that further the broad objectives of the statute.

(4) Obtaining equipment or other assets needed for the project or program or for other activities that further the statute's objectives.

§ 74.43 Program income—proceeds from sale of real property and from sale of equipment and supplies acquired for use.

The following kinds of program income shall be governed by subpart O of this part:

(a) Proceeds from the sale of real property purchased or constructed under a grant or subgrant.

(b) Proceeds from the sale of equipment and supplies fabricated or purchased under a grant or subgrant and intended primarily for use in the grant- or subgrant-supported project or program rather than for sale or rental.

§ 74.44 Program income—royalties and other income earned from a copyrighted work.

(a) This section applies to royalties, license fees, and other income earned by a recipient from a copyrighted work developed under the grant or subgrant. Income of that kind is covered by this section whether a third party or the recipient itself acts as the publisher, seller, exhibitor, or per-

best copy available

former of the copyrighted work. In some cases the recipient incurs costs to earn the income but does not charge these costs to HEW grant funds, to required cost-sharing or matching funds, or to other program income. Costs of that kind may be deducted from the gross income in order to determine how much must be treated as program income.

(b) The terms of the grant govern the disposition of income subject to this section. If the terms do not treat this kind of income, there are no HEW requirements governing the disposition. A grantee is not prohibited from imposing requirements of its own on the disposition of this kind of income which is earned by its subgrantees provided those requirements are in addition to and not inconsistent with any requirements imposed by the terms of the grant.

§ 74.45 Program income—royalties or equivalent income earned from patents or from inventions.

Disposition of royalties or equivalent income earned on patents or inventions arising out of activities assisted by a grant or subgrant shall be governed by determinations made or agreements entered into under HEW's patent regulations. (See parts 6 and 8 of this title.) If the determination or agreement does not provide for the disposition of the royalties or equivalent income, the disposition shall be in accordance with the recipient's own policies.

§ 74.46 Program income—income after grant or subgrant support not otherwise treated.

(a) This section applies to program income not treated elsewhere in this part which arises from or is attributable to an activity while supported by a grant or subgrant but which does not accrue until after the period of grant or subgrant support. An example is proceeds from the sale or rental of a residual inventory of merchandise fabricated or purchased by a grant-supported workshop during the period of support.

(b) The terms of the grant govern the disposition of income subject to this section. If the terms do not treat this kind of income, there are no HEW requirements governing the disposition. A grantee is not prohibited from imposing requirements of its own on the disposition of this kind of income which is earned by its subgrantees provided those requirements are in addition to and not inconsistent with any requirements imposed by the terms of the grant.

§ 74.47 Interest earned on advances of grant funds.

(a) Except when exempted by Federal statute (see paragraph (b) of this section for the principal exemption), grantees shall remit to the Federal Government any interest or other investment income earned on advances of HEW grant funds. This includes any interest or investment income earned by subgrantees and cost-type contractors on advances to them that are attributable to advances of HEW grant funds to the grantee. Unless the grantee receives other instructions from the responsible HEW official, the grantee shall remit the amount due by check or money order payable to the Department of Health, Education, and Welfare.

(b) In accordance with the Intergovernmental Cooperation Act of 1968 (Pub. L. 90 577), States, as defined in the act, shall not be accountable to the Federal Government for interest or investment income earned by the State itself, or by its subgrantees, where this income is attributable to grants-in-aid, as defined in the act (42 U.S.C. 4213).[1]

(c) Recipients are cautioned that they are subject to the provisions in § 74.81(e) for minimizing the time between the transfer of advances and their disbursement. Those provisions apply even if there is no accountability to the Federal Government for interest or other investment income earned on the advances.

---

[1] "State" is defined in the act to include any agency or instrumentality of a State, and the definition does not exclude a hospital or institution of higher education which is such an agency or instrumentality. "Grant in aid" is defined in the act to exclude "payments under research and development contracts or grants which are awarded directly and on similar terms to all qualifying organizations, whether public or private." (42 U.S.C. 4201)

End of Subpart F

best copy available

INTRODUCTION

Drug treatment programs across the nation are experiencing financial difficulties due to rising costs of operations in conjunction with a general reduction in available federal and state funds. The National Institute on Drug Abuse, recognizing the need in the drug treatment community to locate alternate sources of funding, has contracted with the National Institute for Advanced Studies to design a series of workshops and to write a resource manual. This manual, Alternate Fund Development for Drug Treatment Programs, is the product of that contract.

The manual is designed to serve as a self-study reference to guide drug treatment personnel in developing funding resources from the private and semi-private sector including foundation and corporate grants, local business and community contributions. Program personnel are encouraged to utilize The Fund Development Needs Assessment (Section 1) as the initial step in preparing for a fund raising campaign and the Follow Up Section, (Section 5), to assess the success of the manual in enabling users to incorporate a wide variety of strategies as part of their fund development effort. In Section 2, emphasis is placed on the internal organization and structure of a program, and information is provided on a range of topics such as board development, legal and tax implications of fund development, public image of a program and how to improve its financial and gift records and gift acknowledgements. Section 3 is devoted to foundations: what they are, where they are, and how to approach them as well as a complete guide for writing and submitting a proposal. Section 4 presents strategies: how to approach individuals, small businesses and corporations; specific step-by-step instructions on organizing special fund raising events; and entrepreneur ideas as an additional source of funds.

The intent of the writers and researchers for this project was to present a process for assessing, analyzing and planning approaches and strategies to help decision-makers plan, develop and direct their fund raising activities. This self-help resource manual represents our contribution toward that goal.

SECTION 1
FUND DEVELOPMENT NEEDS ASSESSMENT

INTRODUCTION

The development of a fund raising strategy is a process requiring a thorough understanding of your program. A program's characteristics, goals and objectives, image in the community and structure of the board of directors all impact directly on the fund raising process. This Fund Development Needs Assessment represents the initial phase of the fund raising process and was developed to help you assess your program's strengths and weaknesses prior to developing a fund raising strategy. The assessment contains four parts all of which should be completed before proceeding to Section 2 of the manual. The assessment addresses the following four areas of concern to drug treatment programs planning to initiate a fund raising campaign:

I. BACKGROUND: Program Priorities
II. YOUR PROGRAM: Characteristics
III. THE COMMUNITY: Your Program's Image
IV. THE CASE FOR SUPPORT: Your Program's Case Statement

I. BACKGROUND: Program Priorities

1. Identify the people who should be involved with performing the assessment. Those who will be involved in utilization of the data should be included. Check anyone on the following list. Add others who apply.

_____ The executive director

_____ Chairman of the board of directors

_____ Executive committee of the board of directors

_____ Chairman of the finance committee

_____ Members of the fund development committee

_____ Others:

_____

_____

_____

_____

_____

2. Brainstorm the following questions: What will be done with the information? Why is a needs assessment required?

The following list of examples may help you begin. Check those that apply and add others.

_____To support requests for funding _____

_____To validate current activities _____

_____To refine the goals and objectives _____

_____To review and revise program by-laws _____

_____To support the development of a fund raising plan _____

_____To help clarify decisions about fund raising goals _____

_____To help make decisions about board and staff capability for achieving those goals _____

_____To review and revise board committee structure _____

_____To gain an accurate perception of program's image in the community _____

_____To identify obstacles to successful fund raising _____

_____Others: _____

_____

_____

_____

_____

3. Review your answers above. From the list of examples choose the most important. List them in order of priority by placing numbers above in the far right column.

4. Consider the orientation of this assessment. What is your program's priority? Check all that apply and add others.

_____ a. To examine the need for alternate sources of funds _____

_____ b. To understand the program's capability for attaining its fund raising goals _____

_____ c. To attain financial self-sufficiency _____

_____ d. Others:

_____ _____

_____ _____

_____ _____

_____ _____

_____ _____

_____ _____

5. Put above list in order of priority by numbering far right column above.

II. YOUR PROGRAM: Characteristics

A. Program History

1. When was your program established? _____

2. Was its establishment the result of _____group action _____individual action?

3. What were the original primary funding sources? _____

4. Is your program a tax exempt organization as provided under the IRS code? _____Yes _____No

5. Is your program's 501(c)3 status in good standing? _____Yes _____No

6. What limitations to board size and structure are provided in your by-laws?

7. Has the size of the board been modified since your program began?
How? _____

8. Has your board of directors modified the by-laws in recent years? _____Yes _____No. If yes, when? _____
How? _____

9. What committees are provided for the board in your program's by-laws? _____

10. Should your program's by-laws be modified? _____Yes _____No

11. If yes, identify reasons for modification.

B. The Board

1. List your present board of directors by last name, sex, professional experience, community affiliation and board position. (NOTE: community affiliation possible answers: social services agencies, community program, church, business, law firm, bank, amateur theatre, scouts, etc.)

Last Name:	Sex M/F:	Professional Experience:	Community Affiliation:	Board Position:

2. How many years has your board of directors been in existence? _____

Describe its composition when the program originated:

Last Name:	Sex M/F:	Professional Experience:	Community Affiliation:	Board Position:

How would you describe your current board of directors? (Check all which are applicable)

_____Active

_____Inactive

_____Involved with goal setting and decision making

_____Uninvolved and perfunctory

_____Others _____

_____Willing to raise funds

_____Desiring to lead in new area of responsibility

_____A figurehead group

5. On an annualized basis, what is the average financial contribution from members of your board to your program?

_____$0

_____$10-100

_____$100-250

_____$250-500

_____$500-1,000

_____over $1,000

If the answer is $0, why are members of the board of directors not contributing?_____

6. Describe the usual procedure for identifying, inviting, introducing and orienting new members to your board of directors.

7. List the three chief responsibilities of board membership as you perceive them as a staff member.

8. List the three chief responsibilities of board membership as perceived by a member of the board.

9. What degree of involvement should the board have in raising program funds?

_____Little or none _____A moderate amount _____A high degree

10. Does your board have an identified committee charged with the responsibility for developing a fund raising plan and leading the campaign?

_____Yes _____No

If yes, describe the group's composition:

Name:	Professional Experience:	Community Affiliation:	Committee Position:

C. The Staff

1. Has the program's executive director raised funds from private sources? _____Yes _____No

2. What is the largest single gift the executive director has been involved in raising?

	year		year
_____$500-1,000	19___	_____$5,000-10,000	19___
_____$1,000-2,500	19___	_____over $10,000	19___
_____$2,500-5,000	19___		

3. Does the professional and paraprofessional staff support the idea that private fund raising is necessary?

_____Yes _____No

4. Does your program's board support the idea that private fund raising is necessary?

_____Yes _____No

5. Are staff and the board of directors supportive of the executive director giving time to fund development?

_____Yes _____No

6. Are the board of directors and the executive director supportive of program staff giving time to fund development?

_____Yes _____No

7. What degree of involvement should the executive director have in raising funds?

_____Little or none _____A moderate amount _____A high degree

8. What degree of involvement should the program staff have in raising funds?

_____Little or none _____A moderate amount _____A high degree

D. Track Record

1. What year did your program begin to raise private funds? _____

2. What is the total amount of private funds raised each year since 1975?

Year:	Amount:
1975	$
1976	$
1977	$
1978	$
1979	$

3. State the dollar amount of private funds your program raised during your last fiscal year:

$ _____

4. Of this amount, how much came from each of the following activities or sources, and what was the largest gift from that source?

	Total Amount during last fiscal year	Largest gift received in history of program
Foundations		
Business organizations		
Individuals		
Special events		
Mailings		
Telephone campaigns		
Entrepreneurship		
Other:		

5. Utilizing your responses to questions 1 through 4 of above section, can you identify the private funding sources you need to solicit? _____Yes _____No

E. Fund Raising Goals

1. What is your program's total revenue (all sources)? $ _____

2. Describe your revenue in round percentages of total revenue. Are the totals more or less than you received during your last fiscal year?

Source	Amount	Percentage of total revenue	More	Less
Federal government				
State government				
Local government				
United Way				
Private gifts				
Special events				
Entrepreneurship				
Others:				

3. Briefly state the problems your program experiences with each of the following funding sources:

a. Federal government _____

_____

_____

_____

b. State government _____

_____

c. Local government _____

_____

4. How can private sources respond to the problems listed above?

_____

_____

_____

_____

_____

_____

5. Has your program established a goal for its fund raising efforts? ____Yes ____No

6. If yes, who was responsible for establishing this goal?

_____ The board of directors

_____ The development committee

_____ The executive director

_____ The clinical director

_____ Others (name them):

_____

_____

_____

7. If no, who do you think should establish the goal?

_____

_____

_____

_____

8. What is the current fund raising goal of your program?

$_____ _____ No goal set

9. How much does it exceed last year's goal? $_____

What success do you plan to achieve in each of the following categories?

Federal government	$_____
State government	$_____
Local government	$_____
Foundation gifts	$_____
Business organizations	$_____
Individuals	$_____
Special events	$_____
Mailings	$_____
Telephone campaigns	$_____
Local charities	$_____
Entrepreneurship	$_____
*TOTAL	$_____

*Should be the equivalent of the goal stated in question 8.

F. Budget

1. Has your program allocated a fund raising budget? _____Yes _____No
If yes, how much? $_____
If no, why not?

_____

_____

_____

2. How much money did your program spend last year on raising funds?

Salaries	$_____
Supplies	$_____
Facilities	$_____
Other:	$_____
	$_____
	$_____
	$_____
TOTAL:	$_____

III. THE COMMUNITY: Your Program's Image

1. How would you characterize your community (check one):

_____Urban - inner city
_____Urban - residential
_____Urban - commercial
_____Suburban - residential
_____Suburban - commercial
_____Rural - agrarian
_____Rural - town
_____Rural - being developed

2. Describe the level and kind of financial or donated service support your program has been given by your community.

Donor:	Donation: Money, Services, or Facilities
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

3. Describe a few other community organizations in your area, list name of the organization, service provided, and its source of funding if known.

Organization:	Service:
a. _____	a. _____
b. _____	b. _____
c. _____	c. _____
d. _____	d. _____
e. _____	e. _____

Source of Funding:

a. _____

b. _____

c. _____

d. _____

e. _____

4. How do people in your community perceive your drug treatment program? (Check as many as you wish.)

_____A serious contributor to the crime rate

_____Unrelated to their lives and businesses

_____A threat to the normal development of their children's lives

_____A problem for other people, not themselves

_____A threat to the well-being of the community

_____Other:

_____

_____

_____

_____

_____

_____

_____

_____

5. Is your program's existence considered by the community to be:

_____Symbolic of a positive community response to drug abuse

_____Unrelated to the community

_____Part of the problem, not the solution

_____Other:

6. List the number of civic, professional and other groups in your community before which you and/or your board or staff have appeared to discuss your program's activities, goals and development needs during the past year:

7. If you were to talk with a prominent business leader in your community and ask what is known about your program, what would be the response?

8. How could you use the following resources to project a positive image of your program?

a. The Print Media (newspapers, weeklies, etc.) _____

b. Television and Radio _____

c. Special Events _____

d. Other _____

V. THE CASE FOR SUPPORT: Your Program's Case Statement

A case statement is a written document which describes your program, its history, its budget, a rationale for community support and requests a financial commitment to your agency. This is a primary fund raising document. The following questions will help you develop a case statement for your program. (Example of a case statement is included in APPENDIX A.)

1. What were three factors experienced by your community which led to the establishment of your program?

a. _____

_____

_____

_____

_____

_____

b. _____

_____

_____

_____

_____

_____

c. _____

_____

_____

_____

_____

_____

2. How have these factors been affected by the establishment of your program?

_____

_____

_____

_____

_____

_____

_____

_____

3. List several benefits to the community of your program's presence.

4. How would things be different in your community if your program no longer existed? Would it be missed? By whom?

5. What community leadership (business, civic, professional) is represented on your board of directors?

6. What is the financial impact of your program on the community? (Consider the total purchases of goods and services, salaries spent in the community, reduction of crime, dollar value of adjunct services your program performs for the community, research funds brought in and expended in the community, tax dollars returned, etc.)

7. Fund development is a partnership between the donor and recipient. What impact does your program have on the following donor constituencies?

	Little or none	Moderate amount	High degree
Industry			
Professions			
Commerce			
Services			
Other			

8. If there is little or no impact on these constituencies, why not?

9. Do you have a brief, clear budget presentation which separates revenues and expenditures?
_____Yes _____No

10. How would you describe your program's funding priority?

11. If your program's need is for unrestricted support (to be applied where the board of directors and executive director feel there is greatest need) how would you describe this requirement to a prospect?

12. What recognition is planned for your donors to express the program's gratitude for a financial commitment?

Do you think this should be part of your case statement? _____Yes _____No

SECTION 2
PREPARING FOR ALTERNATE FUND DEVELOPMENT

INTRODUCTION

Awareness of one's organization's strengths, weaknesses, assets and needs, is the first important step toward embarking on an appropriate and concerted fund development effort. The appropriateness of varied fund development strategies will depend on your organization's ability to carry them out. This requires the development of internal processes and structures to allocate responsibility, present your organization clearly and positively to prospective donors, and assure that fund development is an ongoing component of the organization.

Building public awareness of your program's activities goes hand-in-hand with local fund development and comprises the focus of the first part of this section. While the activities related to fund development can increase the public awareness of your program, by virtue of the visibility they create, the relative success of fund development will depend on a prior recognition, on the part of the community at-large, of your organization as a valuable community resource.

As the goals of fund development become clear, along with the strategies employed to reach those goals, it becomes increasingly important to mobilize staff and board members to assume responsibility for the various activities. Section e, Board Development, emphasizes the need to clearly allocate responsibility for fund development and suggests ways in which staff and board can work together to meet program goals.

Just as public awareness and internal personnel structure are important for successful fund development, clearly presenting your organization, by development of a case statement for funding, proper donor recordkeeping, financial reporting, and attention to the tax and legal issues related to fund development are required as part of laying the groundwork for a fund development effort. Sections f through i address these concerns. Resource literature is included in Section j.

SECTION 2a: BENEFITS OF ALTERNATE FUND DEVELOPMENT

Many benefits exist in alternate fund development which relate directly to the survival and effectiveness of all types of community programs. The five most important benefits are accountability, permanency, dignity and respect, consistency, and independence.

- Accountability - Having received funds from local institutions and individuals, the program is more directly accountable to the community. Similarly, residents who have made a financial investment in an organization are more likely to demand that the organization respond to their needs and solicit their active participation.

- Permanency - Local contributors usually repeat and often increase their contributions from year to year. Consequently, the organization is assured a certain level of income for as long as it is successfully addressing neighborhood issues. This solid and stable funding base assures the program greater clout in dealing with those factors threatening to the community.

- Dignity and Respect - Volunteer leadership involved in the local fund raising process are accorded a sense of dignity and ownership which does not accompany outside sources of support.

- Consistency - Local sources of funding assure that the organization can provide the community with consistent services. The programmatic agendas of outside funding sources are sometimes dictated by changing moods and national priorities which often do not reflect the changing needs of a particular community. What is "in" this year on a national basis may be "out" in your community.

- Independence - Local self reliance brings independence. The greater the local funding base, the more the program can respond quickly to changing client needs. Additionally, increased independence allows the program to take firm stands on issues important to the community.

SECTION 2b: BASIC POINTS

There are several basic, primary points to consider when organizing a fund raising campaign.

Research the Available Resources

Probably the most important factor in obtaining support from a nongovernmental organization is finding the best match between the funding organization's concerns and the interests and the goals of the program seeking support. This can be accomplished only through research to determine which organizations are most likely to be compatible and supportive of your program's goals. Nongovernmental organizations such as corporations and volunteer groups are not required to make their funding priorities public. However, annual reports are usually available and information taken from these may be helpful in guiding you. Start building a network of contact people who are well acquainted with these organizations and willing to share their knowledge. Before approaching any nongovernmental organization, you should have as clear an idea as possible of the kinds of programs the funding organization has supported in the past and are, therefore, likely to support in the future.

Start at the Local Level

Usually support from a nongovernmental organization can be secured more easily by approaching the organizational unit closest to the community in which your program is located. Program staff should approach the local chapters of fraternal organizations and clubs, for example, rather than their national headquarters, and local executives of large corporations, rather than corporate presidents in cities hundreds of miles away.

Explain Your Program

A corporate executive or the president of the local Elks Club may have no knowledge of your agency's role in drug treatment and/or drug abuse prevention. Program representatives should be able to define their program succinctly, clearly, and professionally and be able to cite evidence of the effectiveness of the program. When presenting information to corporate personnel, it is particularly useful to have well written copy and professional visual aids. Remember, one good chart is worth a hundred words.

Publicly Recognize Contributions and Support

No matter what their contribution, nongovernmental organizations should receive public recognition and appreciation once they have decided to support your program. The principal reason for this is that a lack of such recognition may lead the supporting organization to believe that its contribution was of little or no importance and, therefore, not worth continuing in the future. Even the smallest contributions of goods, services, or funds should be publicly recognized in some way -- through acknowledgements in program newsletters or through letters of thanks, for example. In the case of programs that are part of an independent, nonprofit corporation, it may be helpful to invite key figures in funding organizations to join the program's board of directors. In addition, once you receive funding from a source, be sure to use this information for current and future public relations purposes. This is a good way to recognize the funding source and at the same time advertise to others that someone thought you were worthy of funding.

Make Specific Requests

When seeking funding, begin whenever possible by requesting funds for a specific purpose. Most nongovernmental organizations are reluctant to contribute to general operating budgets, but prefer to know that they have raised funds for a specific project or a specific program component. This helps the funding source to "sell" your program to their own board of directors.

SECTION 2c: BUILDING PUBLIC AWARENESS AND CREDIBILITY

In the technical sense, public relations involves the mechanics of packaging and selling a product in a manner that will appeal to the immediate audience. This packaging encompasses not only the production materials, such as brochures, pamphlets, posters, press packages, and the like, but also requires their timely dissemination for a specific impact on the general public or a more specific audience

Drug treatment programs working to become more visible in the community need to adopt the promotional practices long used by the private sector. Not only is it difficult for all socially-minded organizations to go beyond projecting their need based solely on their social benefit, drug treatment programs have the added requirements of overcoming the public's misconception of their programs. How a drug treatment program comes to grips with their program image in the face of public misunderstanding is the key to evolving into an organization capable of receiving consistent and long-term financial support.

One of an organization's most important tasks is in developing a positive public awareness of its work. Whether called public relations or publicity, the task is the same: to interpret the treatment and development goals of a program to ensure awareness and understanding by the public and to elicit their support. The goal of public relations is the development of a positive "image." Public relations is the mechanism through which most of the community becomes acquainted with an organization's work and because of this, it is indispensable. Successful fund development depends on building your program's credibility and visibility as a valuable community resource.

Effective public relations campaigns are carried out on a continuing basis for public education and good will. In addition, special publicity is undertaken for specific fund raising events. While publicity for specific events is generally more imaginative, both special and continuing publicity should utilize a variety of techniques.

The following questions are designed to help you evaluate your program's image in the community and assess your public relations effort.

Preparing Your Program

Are you committed to the idea of public relations and convinced of its importance?

Have you recruited the proper people to form the public relations communications committee and are professional communicators involved?

Is the telephone answered courteously and helpfully?

Is the mail answered promptly and thoughtfully?

Do you thank people who help in your program? Is there a procedure you follow for this? Are special services acknowledged, and is recognition given to all who deserve it?

Community Relations

Do you know your community's real attitude toward your program?

Does your program have an image problem? Have you outlined steps that should be taken to improve this image?

Are board members, other agencies, and media contacts kept currently informed about your organization's activities through a newsletter or some other method?

Have you distributed your address and telephone number to cooperating agencies and media contacts?

Are community leaders well informed about your program?

Does your program contribute to community leadership in its field and does it carry its share of community responsibilities?

Are you sensitive to the needs of colleague programs and do you give them full credit in co-operative ventures?

Do you work with minorities and emerging organizations or are you predictably receptive only to certain established segments of the community?

General Publicity

Have you made personal contact with key people in the communications field -- editors, station managers, public relations personnel?

Have you made a formal appeal to an ad club or Public Relations Society of America (PRSA) chapter for public service assistance?

Do you have regular contact with radio, newspaper and television outlets and do you handle their requests for information thoroughly and promptly? Are they furnished information about your program on a regular basis?

Are all of your program's special events covered by press releases?

Do you make suggestions for feature stories and photographs?

Have you approached community businessmen for ads and public relations help?

SECTION 2d: VOLUNTEERS AND PUBLIC RELATIONS

Executive directors cannot be expected to manage all of their programs' public relations campaigns; they simply have too many other commitments. Nor can most drug treatment programs commit staff to full responsibility for public relations. Therefore, the best way for local programs to ensure a continuing and effective public relations program is through the use of volunteers. Volunteer recruitment is easier if those approached are aware of the program and its work prior to being asked to help.

Very often, the starting point is the formation of a public relations committee comprised mostly of board members who both plan and help to carry out the publicity program. Committee members can divide up the responsibility for addressing local service organizations, participating in broadcast interviews, distributing posters and fliers and persuading officials to issue proclamations endorsing the program's work.

Most programs can profit by engaging a volunteer with professional skills in communications or public relations. A local radio announcer who can serve on the board might agree to chair the publicity committee. Often media people, who are too busy for full board membership, will be happy to assist a publicity committee in developing a general or special fund raising campaign. A corporation executive on your board could enlist her/his company's public relations department to assist your program.

Local advertising clubs might undertake your program's fund raising campaign as a special project. Advertising agencies, who voluntarily assume publicity campaigns for local nonprofit or charity organizations, assisting a different one each year, might be interested in assisting your program. The local college or university with a communications class can be helpful. As a class project, they can design and produce a full public relations campaign, from posters to newsletters, fliers, radio and television spots, bumper stickers, and billboard advertisements.

A complete orientation should be given to the persons who are responsible for your agency's public relations. Invite them to visit your program. Introduce them to your staff; let them speak with clients. If your program has an open house, invite them. Let them see for themselves what your program is all about. Remember, they will be responsible for interpreting your program's works and goals to the public. They will be your link to the public and can help to counteract any public misunderstanding or antagonism in the community. They must, therefore, have a complete understanding of your program and its policies so they can develop the most effective means of conveying your message.

Selecting An Approach

Public relations efforts may be wasted if they fail to convey your program's message in an appropriate manner. There are three major considerations in determining whether a suggested

approach is appropriate:

- Audience or public need -- Whom do you want to reach in your campaign? What are their interests? Do they want or need to know about you? Is your suggested communication one which will capture their interest or elicit their understanding?
- Program communications need -- What is the message you need to convey to your audience? Does your suggested communication meet your needs?
- Proper expenditure of time, effort and/or money -- What do you hope to achieve? Public relations must be "cost effective" with balance between value of effort and value of return. Public relations professionals, voluntarily assisting a program's campaign, can suggest or review publicity plans to be sure that they are appropriate to the intent. A final note on communications expertise: programs should never overlook the value of engaging program participants to carry the message of their experience to others.

Basic Materials

- Publications - collect all publications in your community, together with names of reporters and editors you feel will be interested. These should be carefully compiled and updated at least every three months. Be sure to note, not just the daily papers, but weeklies, ethnic, shopper throw-aways, magazines, college newspapers, and wire services such as Associated Press and United Press International. Also note the major corporations that have their own employee publications. These can be ideal for reaching hundreds or thousands of people in your community with messages tailored to their interests. It is well worth catering to the editors of these employee publications for your article. It may be the first step toward having that corporation organize a special fund raising drive among its own employees. Community organizations are very much of interest to community conscious corporations.
- Advertisements - can be a major source of publicity for you. There are several ways you can approach this without spending large amounts of money. Department stores, banks, and organizations are favorably disposed toward gearing their ads to community programs that they feel are reaching the people. And they sometimes contribute full page ads. When businessmen place their advertising support behind community programs, it has the added advantage of assuring that the ad will not be placed in an obscure section of the newspaper.
- Clippings - from newspapers and magazine coverage should be saved in scrapbooks, not only because they may later become an important promotion item, but they may also be an important way of recording your program's history and growth.
- Editors - put editors and reporters who might be interested in your program on the mailing list for your newsletter. Include the city desk editor, editor for the editorial page, the most popular columnist, and the social page editor. Meet the press at public functions. Invite them to visit your program. You can learn about what kinds of material interest them and what their deadlines and schedule problems are.
- Photographs - are tremendously important in telling your story and getting major press attention. But dramatic photos of drug program volunteers and clients in action are in short supply. Try to find a volunteer photographer to cover your special events. Newspapers are usually cooperative in sending photographers to cover news-worthy fund raising events and can assist you in starting a photograph file.
- Newspapers - don't overlook any section of the newspaper for potential publicity - letters to the editors are widely read and should not be overlooked. Board members and others interested in your program can gain support for your cause by writing, when pertinent and appropriate, to the editor.

Program Materials

It is possible to produce appealing, attention-catching materials inexpensively. Many different kinds of informational materials whether printed, typed, or copied are needed by your program and all can be helpful in projecting the image of an important, growing concern. All should be carefully and attractively produced. The following program materials are useful in reaching a broad audience.

- All Purpose Brochure. This document should be the basic piece for all information and recruiting needs. Written concisely, illustrated tastefully, it will tell a potential board member, volunteer, donor, reporter, or anyone who sees it what your program is, how it serves the community, and how to find it. The brochure should be professionally done. It conveys more than just information; it conveys your program's image as well. The brochure's appearance may well be the factor which determines whether a potential volunteer will want to be involved in your operation.

  We suggest that you do not prepare the brochure yourself. Professional assistance providing an "outside view" is useful in almost every case. Volunteer assistance can usually be found. If ad clubs or public relations associations are not available in your area, the public relations director in a bank or other business might be recruited to help. Do not neglect the distribution aspects of your brochure. A professional-looking brochure is likely to be distributed by service clubs and other organizations or used as inserts in business and utility billing. However you do it, the idea is to let the community know who you are and what services you perform.

- Newsletters. This publication can serve many purposes and reach all segments of the community. It should be distributed as widely as possible, to board members, to volunteers, to business and government officials, to newspaper, radio, and television people, to other organizations, and to recipients of volunteer services. The newsletter should carry information about all important aspects of your program. It can also be an effective recruiting tool to spread the stories of your program's successful volunteers, clients, and special projects in action, give recognition for volunteer services, and provide tips to reporters. Newsletters can be produced inexpensively and should be published regularly (monthly or quarterly, for example). Today is the age of "press-on letters," changeable type, offset printing, variety of ink and paper colors, at little or no cost of production.

- Bulletin Boards. This communication tool has rarely been used in a creative way. A colorfully decorated bulletin board with well displayed information on meetings, workshops and news clippings should be prominently displayed for your visitors in your reception area. By using young volunteers, it is possible to create a bulletin board "newspaper" in your community, with displays in churches, libraries, barber shops, cafes, shopping malls, laundromats and supermarkets. Materials on your program activities should be updated biweekly to provide a useful and personalized community news service covering areas of the city and populations that are sometimes rarely reached by local newspapers.

Newspapers

Local newspapers, dailies, weeklies, shoppers and locals, if skillfully cultivated, can provide limitless opportunities for program coverage. It is safe to say that newspapers are the most important vehicle for continuing exposure available to any community program. Nearly every community program involved in extensive fund raising campaigns has indicated that newspaper publicity was the most effective promotional tool, better than radio, television, billboards or window displays. People respond to newspapers.

Newspapers represent a great deal more than just a place to send press releases. News stories are important, but do not forget that cooperative newspapers can also assist your program's public relations campaign with special columns, editorials and special supplements dedicated to your program's activities.

Cooperative editors will send reporters and photographers to document your program and assure good placement of your stories in the paper. They will pay special attention to your press conferences, speaking engagements and fund raising drives. They may even serve on your public relations committee and assist you with a broad, year-round public relations program. Although newspaper editors are generally receptive to pleas for help, you must cultivate their cooperation through personal contact. Remember, while your public relations goals may be similar to other community programs', your drug treatment program has many advantages upon which you can capitalize. The public relations director of a local corporation could not ask the local newspaper for free space, a special supportive weekly column, the regular attention of a reporter or editorial support. You, as program director, or your public relations professional volunteer can, and should.

In their relationships with the local press, volunteers with community programs have several strong points in their favor. Many newspaper editors and publications are eager to have the newspaper become a vehicle for community improvement. There is always a need for a good human interest story or information of interest to all segments of the community. As a drug treatment program involved with other community programs and community activities, your program could be

the focal point concerning the community's good news, illustrative of people helping people, blending good work with hard work, generosity with sacrifice. Your program can provide hard news (facts, figures), human interest ("This Is Your Life") and insights into the workings of the whole community.

A good volunteer public relations director can apprise an editor about local sentiment and activities and win a very valuable ally, but it takes a personal approach. Editors will rarely have these insights alone because, unfortunately, the work of many drug treatment programs is not well known, understood, or promoted.

Television

Television reaches more people for longer periods of time at every level of society than any other medium. Television offers great potential for publicity, but it is not an easy task to develop creative programming ideas to tap its potential. However, it can be done.

Local newscasts provide the most frequent opportunities for television exposure. Each station's news director should be on your media distribution list for all releases. The preceding suggestions relating to newspaper personnel apply equally to television personnel. Keep them informed when significant projects and events occur. They will come to you to cover what's happening, but remember, because of crew shortages, they will often welcome your going to them for a pre-taped news segment when you have information of genuine public or newsworthy interest.

New regulations are changing television programming. Broadcasters are now required to devote more hours to local programming during prime time instead of carrying the full schedule of network shows. Stations have always been required by the Federal Communications Commission to give a percentage of their broadcasting time to voluntary, civic and nonprofit groups. As a guide to those seeking programming time on local stations, a television executive offers these tips:

- approach the right person in the station, normally the station manager or program director;
- have a definite plan to discuss;
- have an idea with wide audience appeal;
- make sure your program ideas are within the station's technical capabilities; and
- don't forget to say "Thanks."

The competition for public service time is considerable. Personal contact with the staff members who decide on public service scheduling can be important in assuring your program its share of time. More important in meeting the competition is that your announcements are technically and visually appealing and that the message is tasteful and moving. As with the newspapers, you should know and watch for programs that offer opportunities for segments on community programs and news.

We tend to think of television as tremendously expensive for ads. It need not be. Never overlook public service time. For example, an interesting photograph with a short message can become a very good 20-second filler. Or you may find a cartoonist who can draw some cartoons to illustrate a brief message. Again, an ad club or the Public Relations Society of America chapter in your community might prepare a television spot for your program. If there is an operational CATV (Cable Television) in your area, the opportunity for public service programming is wide open.

Radio

Radio has adjusted to the age of television. It permeates every segment of society and offers many varied publicity opportunities. A public relations expert has noted: "Radio reaches the breakfast table, the living room and the bedroom. It rides to and from work in the car, and goes along to the beach, to the woods, and on fishing trips." Radio offers a flexibility which television finds hard to match. It is a vital part of the American scene; a mobile medium in a mobile America.

Radio is frequently underrated because it lacks the prestige of television. Yet it is a medium that reaches vast and varied audiences at small costs. In the hands of creative promoters, radio can achieve incredible results and is a marvelous way to get your message to the community.

The same approach applies with radio personnel as with newspaper and television personnel, that of "personal contact." Gain the assistance of professionals in the field. See if important visitors to your city will record a short message for you. Let teenagers record messages for

other teenagers to promote a special event or see if the most popular disc jockey will work your messages into her/his program.

Radio programmers select their audiences. You can do the same. One executive director points out that "Top 40" stations, for example, are used to reach youth. All-news stations are used to approach business people. Ethnic, western, and classical stations are also taped in ways that are aimed at select audiences. Radio stations are usually more than willing to cooperate by giving free time. If you approach them in a proper manner, most radio stations will be helpful. Nothing is as important as the rapport you can establish with the personnel who manage your city's radio stations. When you have established yourself and your program's credibility, stations will begin to look out for your interests by, for example, seeing that you get your share of public service announcement time. Finally, don't forget to provide all local radio stations with every release which is sent to newspapers and television stations.

SECTION 2e: BOARD DEVELOPMENT

In most nonprofit organizations, the governing board assumes final authority and responsibility. This role is often defined in legal terms as the board serves as the legal, fiscal, and corporate entity for the organization. Board members not only have a legal stake in the future of the organization, but are likely to have a personal and ethical investment as well. And in most cases, board members have the added responsibility of being viewed by the community at-large as the public representatives of the organization.

It is becoming more common that board members of nonprofit organizations transcend their traditional roles and assume more responsibility for fund development. They are, too often, a neglected resource for fund development activities.

Board members may view their role only as decision-makers, monitors or evaluators of staff performance, playing an active role only during board meetings. Few board members see themselves as active fund raisers for the program. On the typical board, a majority of members often serve on other community boards and must choose the one for which they will raise funds, give speeches, or sell buttons. However members of the board should be committed to strengthening the focus of the board on a commitment to fund raising and become actively involved in the fund raising process.

Positive action must be taken from the outset to assure complete and clear delineation of respective responsibilities among staff and board members before undertaking fund raising tasks. Both the board and the staff should have a clear understanding of their respective fund development roles.

The Role of a Board Member

- Board members articulate the program to the community. They do this through organized public relations activities such as speakers' bureaus, appearances on TV, or through newspaper interviews and articles. More importantly, they carry the word to their friends and colleagues. Board members must spread the word about the program's work and progress.
- Board members identify potential donors. Every board member knows someone who knows someone. Board members must be willing to share their contacts as well as initiate visits to prospective donors.
- Board members assist in approaching possible donors. Most people dislike asking someone else to give, especially if that someone is a friend. Thus, board members may prefer to act as the intermediary in making the approach -- calling to set up the appointment or briefing the prospect beforehand. However, the presence of an influential board member on an initial solicitation visit will help ensure its success.
- Board members give advice and feedback. Board members have an interesting perspective. They are both supporters of the program and members of the community. They are committed to the program and want nothing but the best for it. But they are also concerned that the program not reflect negatively on them. Thus, they tend to serve as the harshest critics of the program. But their criticism is important, because they are likely to be saying the same things that potential donors are saying.

Board Composition

While people should not be asked to volunteer as a board member simply to raise money, a board should have several members who can provide the credibility and clout needed to approach the kinds of individuals, corporations and foundations who are able to contribute substantial sums of money.

Before a fund raising effort is undertaken, the existing board must be carefully examined in terms of the qualities needed to conduct fund raising activities. The "Board Analysis Chart" (see next page) can be used to identify major gaps in the composition of the board. Additions may be made to this chart to include qualities specific to your program as these may vary from program to program.

In analyzing the completed chart you may find that, while most of your board members are "willing to give personally" and "willing to work on fund raising projects," few members have the necessary credentials to establish relationships with potential donors. At this point it is the responsibility of the existing board and the executive director of the program to identify and recruit new board members who will strengthen the board's composition in these areas. People to consider when planning the composition of your board are those who will provide credibility to your program's image and access to community support. A list might include: lawyers; accountants; bank presidents and trustees; clergymen; newspaper executives; corporate executives; local business owners; local elected officials; and public relations firms executives.

Board members will be more likely to cooperate in the fund raising process if they are actively involved in program activities. Ways that program staff can maximize board participation in the goals and objectives of the program are:

Encourage board members to make policy decisions. Members who make policy decisions are more likely to become personally committed to the program.

Utilize the board members' time productively.

Make sure that board members know their roles, the function of each committee on which they serve, and that they understand the specific tasks they are expected to perform.

Schedule training sessions or seminars on fund raising for board members.

The composition of your board can be a strong asset to the program's ability to financially sustain itself. Programs should make every effort to utilize this resource wisely and well.

Mark Findberg, of the New England Training Center, author of Up the Ranks: How Community Organizers Develop Community Leadership, provides some useful suggestions for developing volunteer board leadership:

Give potential leaders a job. For instance schedule the initial fund development briefing at a potential leader's house. Let her/him organize the meeting.

Create obligations and responsibilities for potential leaders, be generous, assist members whenever possible, create obligations and follow through on assignments.

Whenever possible, let the group urge potential leaders to act. Volunteers are likely to accept advice more readily from their peers than from program staff.

Board Committees

Well-functioning committees are an essential element toward creating a strong and stable board of directors. The committee structure should be as streamlined as possible, the lines of accountability clear, with tasks reflective of the key management divisions found within the program's administration, such as Personnel, Business Program Services, and Fund Development.

Lines of accountability should be specified in the board's by-laws and repeated in the job description for each committee. Clarity in roles, tasks and accountability minimizes conflict and misunderstanding between program staff and board members.

The Fund Development Committee

A drug treatment program planning a fund development effort may elect to establish a fund development committee which will have primary responsibility for the fund raising effort.

BOARD COMPOSITION ANALYSIS

CURRENT PROGRAM ACTIVITIES	Program Policy Determination	Public Relations									
		Marketing									
		Recruitment of Board Leadership									
		Training/Development									
		Annual Giving Campaigns									
		Personnel									
		Budget/Fiscal									
		Legal/Governmental									
		Vocational									
		Soc./Rec./Cultural Arts									
		Counseling									
		Education/Training									
		Community Development									
		Service Recipient									
	Financial Development										
		Willing to work on fund raising projects									
		Willing to raise money									
		Willing to give personally									
		Access to Individuals with wealth									
		Access to corporate wealth									
		Access to Local Business									
	Experience										
		Social Service									
		Medical									
		Media									
		Agricultural									
		Small Business									
		Corporate									
		Ministry									
		Political									
		Educational									
		Community Organization									
		Management									
	(City or State) Geographic Area	North West									
		South West									
		Central									
		North East									
		South East									
	Sex	Female									
		Male									
	Age	over 65									
		45-65									
		30-45									
		19-29									
		16-19									
		BOARD MEMBER NAME									

A fund development committee consists of a chairperson, recruited by the chairman of the board of directors from other board members. The maximum number of additional members, allowable under program by-laws, should be recruited for the fund development committee, ten or more is reasonable. Recruiting members for this committee is the responsibility of the new chairperson of the committee and the program's executive director. The chairperson provides leadership and an image to the community and should be a respected member of that community. Other members of the fund development committee should be potential donors. Members for this committee need to be recruited at least six months prior to any fund raising activities to allow time for team building, planning and gaining an understanding of the program.

The program's board of directors approves fund raising goals. The task of the fund development committee is to carry through the process as recommended by the board. Major areas of responsibility for the committee are:

- Prospect selection and rating;
- Cultivation of potential donors; and
- Solicitation from prospects.

Committee members are not responsible for researching prospects, administrative tasks or acknowledgements.

For an active fund development effort, the development committee should be prepared to:

- Identify possible prospective donors.
- Lead in the solicitation of gifts.
- Approve scheduling and deadlines.
- Approve strategies including mailings, reports, meeting procedures and printed materials.
- Work closely with the board of directors.
- Work closely with the executive director.
- Recommend fund raising tactics.

Board/Staff Relationship

The relationship between the board of directors and the program staff is of paramount importance. Both must trust one another and acknowledge that each needs the other if the program is to succeed. The working relationship is a delicate one and requires cooperation from all the participants.

The role of the board is to recommend policy and direction for the program. Direction is agreed to by the chairman of the board and the executive director of the program. Additionally, the chairman of the board is responsible for recruiting a chairperson for the fund development committee. All board members should be actively involved in fund raising and should be viewed as potential prospects for donations to the program. This is the reason for recommending that local well-known persons, of high professional standing in the community, be recruited for the board of directors. The program needs contacts to prospect in the community if local fund raising efforts are going to be successful.

The role of the staff is to inform the board and provide a program that is viable within a framework that is consistent with the stated goals and objectives and information such as data reports, problems and expectations to ensure that each board member is well informed regarding the management of the program. The board is composed of part-time volunteers who serve as board members for many very different reasons. They have no independent capacity to generate data about the organization's functioning except as they may receive feedback from the community. Thus, the board must rely almost entirely on staff for their information about the state of the organization. Staff cannot expect the board to be concerned about the organization's problems or be willing to assist in their solutions if they are not kept informed.

CHAIRMAN/EXECUTIVE DIRECTOR RELATIONSHIP

The relationship between the board chairman and the executive director is the key to keeping the board/staff relationship in balance. These two people should talk over key issues before meetings. This will ensure that neither will be surprised by ideas, solutions, or actions proposed by the other in a board meeting. The greater the degree of mutuality and trust, the stronger the organization.

The board chairman and the executive director should meet frequently. Current and potential problems should be reviewed; their feelings about each other's ways of functioning should be shared, the status of committee and staff work should be reviewed regularly, and they should prioritize this load together. Each should view the other as an equal partner in the effective management of the program. Differences between them should be resolved privately.

One of the most important tasks of the executive director is to ensure that the board chairman succeeds in her/his role. This can be done by developing agenda for board meetings with the chairman, by keeping the chairman informed of key developments, by consulting with the chairman when crises emerge, by insuring that data, minutes and other reports are routed to the chairman, and by developing a chairman's notebook in which all key agency documents and materials can be inserted.

Volunteers

Most programs rely on workers who volunteer their time and are willing to share their experience and knowledge, not just during fund raising efforts, but for day-to-day program operations. The roles of the executive director and staff are paramount in assuring that volunteers succeed with their assignments. The director has responsibility for ensuring that volunteers are provided with information, professional assistance and office resources. Cooperation of staff members with volunteers is the direct responsibility of the executive director. Volunteers are entitled to respect from staff as well as any training programs which might be helpful to them. Information should be shared and cooperation is essential between all staff, volunteers, and board members. The program is the ultimate beneficiary for time and effort spent in the beginning to train and orient any volunteer.

SECTION 2f: YOUR CASE STATEMENT

The "case statement" is an organized statement of the essential facts which support a program's appeal for funds. It is prepared to convey the value of the program's services as well as to synopsize the program's present and future needs. The case statement clearly defines what the program is all about, what its plans for the future are, why it deserves support and it is an excellent fund raising tool.

An important point to remember is that your case statement projects an image of your program to potential donors and to the community in general. A case statement should be professionally prepared, brief and relevant. It is good business to design a case statement that can be readily duplicated and easily adapted as a basis for other fund raising materials. A campaign brochure or a section of a formal foundation proposal is useful for this purpose. Bernard Taylor, author of "Guide to Successful Fund Raising for Authentic Charitable Purposes", states that successful case statements:

- must be humanitarian and wide in scope;
- must be timely, practical, sound and valid for its purpose;
- must be "urgent" in its appeal for funds;
- must demonstrate the program's competence;
- should state specific accomplishments of the program;
- should advance a plan;
- must state specific objectives in terms of need; and
- should indicate expected donors and suggest the method(s) for contributions.

Information to include in your case statement can be found in Appendix A. This information was abstracted from a published case statement distributed by Vitam Center, Inc., a drug treatment program in Norwalk, Connecticut. Vitam's case statement also contained many photographs of program participants and staff, a map of the grounds, and photographs of the facility.

SECTION 2g: RECORDKEEPING

Successful fund development is difficult without accurate information and recordkeeping. Records on potential and past contributors must be up-to-date and available for easy access. Recordkeeping for fund development consists of four separate sources of information:

1. Prospect information
2. Gift records
3. Gift reports
4. Gift acknowledgements

Prospect Information

Everyone likes to be recognized for making a contribution. This applies especially to your donors. Accurate recordkeeping of gifts provided, amount, donor and date cannot be emphasized enough.

A file of prospect information should be established in a secure, central, and easily accessible location. Separate folders for each potential prospect, identified prospect, and donor are kept in this file. A prospect's information sheet is attached to the front inside cover of her/his folder. The staff person in charge of fund development should have primary access and updating responsibility of this information.

A detailed prospect list for foundations is included in Section 3: Foundations. Individual and Corporate Prospect Lists can be found in Section 4: Local Fund Development Strategies.

Gift Records

Gift records should also be centrally located in a separate file consisting of gift summary cards maintained on each donor (see example on following page). All gifts, pledges and billing information are entered on the gift summary card. Each program must institute a billing system for those donors who wish to pay pledges monthly, quarterly, semi-annually or annually. The system also reflects whether or not the donor gift acknowledgements have been done and when.

To ensure that all the necessary information is recorded on the gift summary card as it arrives, all private gifts should be delivered directly to the office or staff person in charge of recording this information. Only after the gift has been properly recorded and acknowledged should the gift be delivered to the accounting department. This system ensures consistency in the recordkeeping process and maintains up-to-date files at all times.

Gift Reports

A gift report is a printed summary issued regularly (monthly or quarterly) to all persons who need information on the progress of the program. The report lists senior staff members, key volunteers and board members. A gift report contains:

- Data on gifts received since the last gift report.
- Cumulative gift total.
- Number of donors by source groups (individual, foundation, corporation).
- Amount of funds yet to be raised.

A program may also wish to include the following information in its gift reports:

- How gifts received were used.
- Deferred gifts received and current status.
- Breakdown on restricted and unrestricted gifts received.
- Geographic distribution of contributors and gifts.

If you issue a gift report to your donors and the public, accuracy of contributors names and gift amounts is of utmost importance. There is no way to more effectively make sure that a current donor will never again contribute to your program than by leaving her/his name off a list when it should have been included. If you are not absolutely certain that your gift report is accurate, then don't circulate it.

Card No. _____

DONOR INFORMATION CARD

Donor's Name: _____
Spouse's Name: _____
Home Address: _____
_____ Zip_____
Home Phone: ( ) _____

Organization: _____
Title: _____
Business Address: _____
_____ Zip___
Business Phone: ( ) _____

Letter Salutation: _____
Donor Recognition: _____
_____

Date of Last Update: _____
_____
_____

DONATION INFORMATION:

Date of First Gift: _____

Total of All Gifts: _____

Date of Last Gift: _____

Largest Gift: _____

PLEDGE INFORMATION:

Date of Pledge	Amount of Pledge	Amount of Pledge Paid	Balance Due

---

GIFT HISTORY:

Date:	Account Number:	Purpose:	Amount:	Solicitor:
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

Gift Acknowledgements

The executive director and the board of directors working with the chairperson of the fund development committee need to make some decisions regarding acknowledgements.

1. Who will sign personal acknowledgement letters to donors? The chairman of the board? The executive director?
2. What level of giving will be acknowledged personally in a letter from this person? Gifts of $50 and above?

Personal acknowledgement letters should be prepared and double checked for accuracy by the executive director and secretary prior to signing by the designated person. A copy of the letter of acknowledgement should be retained in the donor's file.

It is important for a program to establish a "fail safe" gift acknowledgement system. Sending out late acknowledgements or failing to send an acknowledgement altogether is not conducive to successful fund raising. Programs with an inconsistent method for acknowledging gifts will be perceived by donors as being administratively inadequate. This perception may cause donors to be reluctant to continue supporting your program.

Gift receipts are carefully printed cards or notes which bear an expression of gratitude for the gift amount (stated on the card) and signed by the executive director. All gifts under the level designated for personal letters of acknowledgement are acknowledged with a gift receipt. Retain a copy for agency files.

Gift receipts should be prepared and mailed immediately after a gift is received. No more than one working day should pass between receipt of the gift and the mailing of an acknowledgement letter. If a gift is new, increased, or larger than expected, the program director should be notified automatically to enable her/him to send a personal acknowledgement.

A formal gift receipt can be a welcomed addition to your system of acknowledgement and can be sent along with the letter of acknowledgement for larger contributions, or separately for smaller donations. A gift receipt provides a ready point of reference for the donor. Such receipts include the following information:

- Donor's name, address and telephone number.
- Amount of contribution.
- Special purpose of donation as specified by donor.
- Date contribution received.
- Donor's check number.

SECTION 2h: ACCOUNTING AND FINANCIAL REPORTING

Proper accounting procedures can help increase the confidence of your program's clients, community supporters and donors. The purpose of this section is to stress the importance of having an efficient accounting system to help you plan effectively and provide staff with essential financial information. A good accounting system must be designed specifically for your program either by staff or by a professional public accountant. By using an accountant to design your system, you may save money, worry and staff headaches.

A basic introduction to the principles and issues of accounting for a nonaccountant is a Grantsmanship Center publication, Guide to Accounting for Non-Profits, by Patricia Jenkins. Ms. Jenkins' article discusses the four basic elements of accounting, how to design an accounting system and how to understand and utilize your program's financial record system. The Financial Guide for Non-Profit Organizations by Malvern J. Gross, Jr., CPA (Ronald Press, 1974) may be helpful in providing more indepth information on the concepts of accounting.

Programs beginning their first fund raising campaign should be aware that project-specific funds need to be kept segregated from other funds. Separate checking accounts should be opened for each large grant or contribution received and a separate worksheet kept on each account. This is to ensure that when reporting to a donor, you can say with certainty where, when and how her/his contribution was dispersed.

Financial Reporting Procedures

Entering information and filing financial statements is a necessary and essential task toward

maintaining financial program support. A program's financial statement has also become a popular way of understanding the program's operation. Donors want and are required to know how their contributions have been spent. Foundations, organizations and corporations must justify their expenditures. Getting a "financial picture" is part of their analysis of a program prior to, during and after making a contribution.

Many health and welfare agencies have adopted uniform accounting standards established by the National Health Council and National Assembly for Special Policy and Development which defines funds, sources of income and expenditures. These accounting standards are explained in a publication, "Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations" (revised 1974), available from:

National Health Council
70 W. 40th Street
New York, NY 10018
Telephone: 212/869-8100

Price:

Member	$6.00
Non-member	$8.00
If billed, add	$1.00

Drug treatment programs may wish to conform to these standards or design their own.

A program's financial reports can be issued daily, weekly, monthly, quarterly, semi-annually or annually and may be detailed and specific or general. Accounting procedures may utilize internally designed forms or professionally designed forms. Regardless of how the system is implemented, certain information is required to be recorded. The information is a matter of public record and includes:

- Balance Sheet - Monthly or annual report of cash, assets, liabilities, reserves, special funds, accounts receivable from pledges, accounts payable, prepaid money or deposits and other broad financial details.
- Statement of Fund Balances - Showing changes between beginning of a fiscal period and the close due to increases or decreases in funds for operating costs during the fiscal year.
- Income - Funds taken in from all sources and for all purposes. Income may come from:
  - -- fees, dues, memberships, fees for services reimbursement
  - -- sales of goods and services, meeting registration fees or rentals
  - -- grants from foundations, government agencies, corporations or other sources
  - -- deferred gifts: legacies, trusts, life insurance proceeds, endowments, payments on prior year's pledge, or pledges payable in the future
  - -- any transfers of money from one fund to another (example: a transfer from a reserve fund to a capital expansion fund)
  - -- mortgages and loans
  - -- custodial income
  - -- fund raising - direct or indirect appeals for money from donors or fund raising organizations or distributors of funds (United Way). Fund raising income is also regarded as gross or net. (In the latter, certain costs are deducted in advance)
- Expenditures - Total outlay of funds is reportable as expenditures. Each program should document its expenditures in a way designed to meet its particular needs. However, most expenditures can be categorized as either functional or line-item expenses or both:
  - -- Functional Expenditures - funds used for education, services to clients, public relations, research scholarships, leadership development and fund raising.
  - -- Line Item Expenditures - salaries, professional fees, fringe benefits, meetings, communications, rent, materials, supplies, equipment rental, local travel, postage.

- Funds - Most organizations maintain a current, general operating fund in which income and disbursements are entered. This fund outlines the broad operations of the program.

SECTION 2i: LEGAL AND TAX ISSUES

Many states have regulations regarding fund raising activities for non-profit organizations. Thirty-eight states and the District of Columbia maintain a "State Charities Registration Offices" (see Appendix B for list of states and addresses). Programs are urged to check these offices for regulations that may apply. Programs in states which do not maintain a Charities Registration Office should call their state's attorney general's office in the capitol city of each state.

In addition, many counties and cities issue regulations governing non-profit fund raising activities. A program contemplating a fund raising campaign needs to contact county and local government offices to check regulations that may apply. For local fund raising activities, such as a walk-a-thon or street fair, programs are required to contact the local chief-of-police. You may also want to contact the mayor's office for further local regulations.

Although few donors contribute major gifts for tax reasons alone, program directors and volunteers involved in fund raising should have some acquaintance with state and federal tax laws to assist potential donors. The Internal Revenue Service makes available two tax information publications that can assist fund raisers:

"Income Tax Deduction for Contributions." Publication 526. Internal Revenue Service. 35¢. This publication explains which organizations are deductible, as well as what amount and type of contributions; case, property, or services, can be deducted.

"Valuation of Donated Property." Publication 561. Internal Revenue Service. 35¢. This publication explains how to determine "fair market value" on non-cash gifts.

Tax questions not answered in the above publications can be answered by the nearest IRS Office, Exempt Organizations Branch.

SECTION 2j: RESOURCES

Biegel, Len, and Aileen Lubin. Mediability: A Guide for Nonprofits. Volunteer Readership, The National Center for Citizen Involvement, P.O. Box 1807, Boulder, Colorado 80306; 1975; 110 pp.; $9.95.

This book has been prepared for organizations that have not received the media attention they would like - either amount or type and offers information on how to receive free public service time and space on radio and television. It also describes the "tricks of the trade" in media communications; how to put together professional, inexpensive public service announcements, as well as advertisements for newspapers, magazines, billboards and explores the advantages and disadvantages of advertising, telethons, news conferences, talk show appearances and editorial replies.

Conrad, William R., and William R. Glenn. The Effective Voluntary Board of Directors. The Swallow Press, Chicago, Illinois; 1976; $6.95.

For a board to be effective, special effort and understanding is required on the part of the program staff and its board volunteers. This book outlines the perimeters within which both staff and board volunteer work to build a successful program and examines the organization of the board of directors, recruitment and selection of board members, the board membership process and board/staff relationships.

Dale, Duane. How to Make Citizen Involvement Work: Strategies for Developing Clout. Volunteer Readership, The National Center for Citizen Involvement, P.O. Box 1807, Boulder, Colorado 80306; 1978; 92 pp.; $5.00.

A guide to more effective citizen involvement designed to assist group members and leaders to enhance their effectiveness. The manual includes excerpts from essays about citizen involve-

ment, a diagnostic questionnaire for determining a group's present level of influence and a series of exercises for involving the group in the strategy-building process.

Gordon, Robbie. We Interrupt This Program...A Citizen's Guide to Using the Media for Social Change. Volunteer Readership, The National Center for Citizen Involvement, P.O. Box 1807, Boulder, Colorado 80306; 1978; 117 pp.; $5.00.

This manual explains strategies for media usage; choosing media strategies; developing an "image;" setting up a "media committee;" and choosing the audience. The remainder of the manual presents strategies for: press releases; brochures and posters; fliers (including do-it-yourself graphics and layout); using radio, television and video tape; and preparing and delivering an effective interview.

Mirkin, Howard R. The Complete Fund-Raising Guide. Public Service Materials Center, 104 East 40th Street, New York, New York 10016; 159 pp.; $12.50.

This manual was written for people who are considering, or are currently engaged in, fund raising and for the professional in the field. Created as a how-to manual, its purposes are to:

- describe the basic principles and elements of fund raising - the why and the how;
- help staff members who are responsible for conducting, directing, or supervising a fund drive within their agency - whether for an annual appeal or in a capital campaign;
- encourage qualified people to embark upon careers in fund raising;
- describe to agency executives what fund raisers should be doing;
- offer people working in the field an opportunity to review the experiences and views of another fund raiser;
- assist those working in specific types of campaigns to broaden point-of-view and learn other fund raising methods;
- serve as a basic training for those just beginning to serve as a fund raiser;
- help develop a professional attitude toward fund raising;
- introduce to readers the fund raising aspects of other types of agencies; and
- help fund raisers who have been out of the field for a period of time to orient themselves to current trends in the profession.

Schneiter, Paul H. The Art of Asking - Handbook for Successful Fund-Raising. Walker and Co., 720 Fifth Avenue, New York, New York 10019; 1978; 198 pp.; $11.95.

A guide to fund raising explaining the steps of a campaign; building an organization, planning strategies, stating your case, cultivating and approaching donors, applying the right "asking" techniques and follow-up procedures. With case histories and practical examples, Schneiter gives special attention to the five basic fund-raising techniques: person-to-person; group presentation; telephone; direct mail; and written request.

Koochoo, Elizabeth. Prospecting: Searching Out the Philanthropic Dollar. Taft Corporation, 1000 Vermont Avenue, N.W., Washington, D.C. 20005; 1975; 69 pp.; $19.95.

The manual gives an idea of the range and function of the prospect research activities necessary to undertake a thorough search for philanthropic funds. Its objective is the integration of the prospect research function into an organization's principle activities. Rather than viewing prospect research as peripheral to the development process, one sees it as a vital part of the cultivation - solicitation - funding process. Prospect research resources are also provided.

Kotler, Philip. Marketing for Nonprofit Organizations. Volunteer Readership, The National Center for Citizen Involvement, P.O. Box 1807, Boulder, Colorado 80306; 1975; 436 pp.; $16.00.

This book presents marketing strategies and assumes that the reader has not previously studied marketing. The techniques and teaching aids that are illustrated with case studies are designed for increasing skills in marketing effectiveness.

So Now You're A Fund-Raiser. The Chicago Society of Fund-Raising Executives, 221 North LaSalle, Suite 2026, Chicago, Illinois 60601; 1976; $5.00.

This document is a summary of a fund raising seminar in September 1976 where professionals in the field of fund raising presented issue papers on the following topics:

- Philanthropy As the American Way of Life;
- The Case for Support;
- Who Are Our Prospects?;
- Preparing to Ask Questions;
- How to Ask and How to Give;
- What About Communications?;
- Resources For the Development Officers and Office; and,
- What Do I Expect From My Development Staff?

Taylor, Bernard P. Guide to Successful Fund-Raising for Authentic Charitable Purposes. Groupwork Today, Inc., P.O. Box 258, South Plainfield, New Jersey 07080; 1976; $10.00.

The author describes how to secure funding and develop friends in the process. His interest is in the psychology of fund raising as well as the process for securing money needed for ongoing operations and capital purposes. Problems such as planning, securing volunteer solicitors, developing the organization, approaching prospective contributors, making objectives clear and recognition of campaign personnel and contributors are all discussed.

Warner, Irving R. The Art of Fund-Raising. Harper and Row, Inc., 10 East 53rd Street, New York, New York 10022; 1975; $7.95.

This guide presents 49 methods, techniques, and tactics of fund raising and shows how to form a committee, how to get the most out of each member, and how to recruit the chairman. Guidance in setting a proper goal, estimating costs,selecting a strategy and how to use your imagination in creating a campaign for your program are included.

SECTION 3
FOUNDATIONS

INTRODUCTION

In 1979, approximately 20,000 U.S. foundations approved a total of $2.24 billion in grant money. Foundations vary in size, purpose, and structure and may also be specific to a geographic location, for instance only funding programs in Pennsylvania or in the Chicago area. Additionally, some foundations are committed by their charter, mandates or through directions set by their boards to specific programs, such as a drug treatment program or to a specific activity, such as training or education. Foundations can generally be classified into five categories: Community Foundations; Corporate Foundations; Special Purpose Foundations; General Purpose Foundations; and Family Foundations.

Foundations and Examples

- Community Foundations
  These foundations usually restrict their giving to a specified geographic area. Many different interests may be represented by the funds under the management of this type of foundation. They are considered to be an especially good source of funds for ongoing community programs of proven value. The boards of directors of these foundations usually include individuals able to offer professional assistance, such as attorneys, bank trust officers, church officials, the mayor, well-known business people and others representing powerful interest groups in the community.

  Example:
  The San Francisco Foundation
  425 California Street
  San Francisco, California 94104
  415/392-0600

  Community foundation established in 1948 in California by resolution and declaration of trust.

  Purpose and Activities: Grants principally for welfare and welfare planning, equal opportunity programs, education, health and mental health, culture and the arts, and conservation in the San Francisco area unless otherwise specified by donors. Non-preferred areas include buildings and equipment, individual assistance and operating budgets. Report published annually.

- Corporate Foundations
  These foundations conduct philanthropic activities for corporations. They are tax-exempt, non-profit organizations legally detached from the commercial enterprise and operated exclusively for the purpose of giving. These foundations usually award grants within their local area as demonstrations of good will toward the community on which they depend. Community projects, higher education, and training programs are the current areas receiving the majority of grants from these foundations.

  Example:
  Atlantic Richfield Foundation
  515 S. Flower Street
  Los Angeles, California 90017
  213/486-3342

The Atlantic Richfield Foundation, formerly the Sinclair Oil Corporation Foundation, represents the philanthropy of the Atlantic Richfield Company.

Purpose and Activities: Foundation grants take the form of general and matching support and capital aid. Recipients are generally located in those U.S. cities where Atlantic Richfield has business operations and the greatest concentrations of employees. The foundation has specific funding guidelines, which provide for disposal of 40 percent of its annual funding to education, 20 percent to local United Fund Campaigns, and 40 percent to other organizations.

Support is not extended to hospital operating funds, sectarian religious organizations, veterans' organizations, specialized health groups, labor organizations, private foundations, individuals, fraternal organizations, or political groups.

Financial Data/Giving Level: During the 1976 calendar year, the Atlantic Richfield Foundation made grants of $5,273,254. At the end of 1976, the foundation had assets of $752,882 indicating that its assets are received continously from the Atlantic Richfield Company. Grants cover a wide range, from $10 to $55,000, depending on the type of funding. Matching support to colleges and universities accounts for grants under $1,000. Funding of other organizations generally ranges between $1,000 and $10,000.

- Special Purpose Foundations

  The grants from these foundations are restricted to: a) a specific field of research, b) a particular activity, or c) a designated geographical area. Each foundation's charter clearly defines the limitations and specifications placed on grants. The interests and/or points of view of these organizations are often reflected in their names, e.g. the Eye Surgery Fund and the Carnegie Hero Fund Commission. Determinations as to whether or not to approach one of these foundations can be made by scanning the information available on this group of foundations for information relevant to drug related issues.

Example:

Kresge Foundation
Standard Federal Savings Building
2401 West Big Beaver Road
Troy, Michigan 48084
313/643-9630

The foundation was established in 1924 by Sebastian S. Kresge, who founded the Kresge chain of retail stores.

Purpose and Activites: The Kresge Foundation is one of the few large foundations that prefers to concentrate on providing buildings and other facilities to recipient institutions. Grants go primarily for bricks and mortar; a few are made for property acquisition and for the purpose of major movable capital equipment having a unit cost of $50,000 or more. These grants are made on a challenge basis - i.e., conditional upon financial support from other sources. The foundation usually does not grant the initial funds nor total project costs. Grants excluded from consideration include operating or special project budgets, endowments, debt retirement, completed projects, and any grants to educational institutions that offer less than a four-year college or university level program.

Financial Data/Giving Level: During calendar year 1976, the foundation appropriated grants of $31.7 million from assets with a market value of $710,121,086. The size of the grants varied from $7,500 to $1.5 million. Most of the funds are disbursed in contributions of $25,000 and up.

- General Purpose Foundations

  This category includes most of the larger, better-known foundations. These operate with comparatively few grant-making restrictions and are considered the trendsetters within the field. It is from this group that 23% of the grants come. These foundations respond to current social problems and offer encouragement and support for their solutions. Typically these organizations are governed by a knowledgable board of directors assisted by a trained professional staff.

Example:
Charles Stewart Mott Foundation
Mott Foundation Building
Flint, Michigan 48502
313/238-5651

The foundation was established in 1926 by Charles Stewart Mott, an automobile pioneer and at one time the largest stockholder in General Motors. Most of the foundation's activity has been centered in Flint, Michigan, Mr. Mott's home.

Purpose and Activities: The purpose of the Mott Foundation is to identify and demonstrate principles which, in application, strengthen and enrich the quality of living of individuals and their communities. The foundations's philosophy is organized around ten missions:

- expressing individuality;
- expanding personal horizons;
- citizenship;
- volunteerism;
- belonging;
- community identity and stability;
- community renewal;
- allocation, use and delivery of resources;
- leadership development for strengthening the community, and;
- leadership practice for strengthening the community.

- Family Foundations

There are a number of family foundations, but their total assets are relatively small. These foundations are rarely responsive to appeals outside the interests of the donor. Most often, grants are awarded to the donor's college, church, hospital or the local community fund.

Example:
Rockefeller Family Fund
49 W. 49th Street
New York, New York 10020
212/247-8135

The Rockefeller Family Fund reflects the personal philanthropy of the Rockefeller family which began making grants in 1968 to organizations in Mount Desert, Maine and Westchester County, New York. The affairs of the fund are handled by a board of trustees, all of whom are children and grandchildren of John D. Rockefeller, Jr. and their spouses.

Purpose and Activities: Grants generally take the form of general and program support. No grants are made to individuals. Although the foundation has, in the past, shown a preference for granting to organizations located on the eastern seaboard, it is now planning to become more national in orientation. The fund concentrates its grants in the following five general program areas: education; arts; equal opportunity for women; conservation; and institutional responsiveness.

Financial Data/Giving Level: During the calendar year 1976, the Rockefeller Family Fund appropriated grants of $1,049,531. At the end of that year, the foundation listed assets with a market value of $12,689,707. Grants range from $200 to $30,000.

Conclusion

Community foundations should be explored as the most probable source for community programs. A list of community foundations is included as Appendix C. According to The Nonprofit Money Game published by the Junior League of Washington, Inc., foundations generally have a tendency to fund a program which:

- operates an innovative or model program;
- documents community need;
- provides a realistic and detailed budget;
- requests short-term funding (1-3 years);
- documents previous program successes; and
- maintains accurate financial records.

USER'S GUIDE TO FOUNDATIONS SECTION

SECTION 3a: RESEARCH

Locating Research Materials
Selecting a Strategy
Developing a Prospect List
Selecting a Foundation

SECTION 3b: APPROACHING FOUNDATIONS

Letter of Inquiry
Predetermined Questions
Follow-Up Telephone Contact
Interview With Foundation Officials
Tailoring Request to Foundation Guidelines
Follow-Up Acknowledgement

SECTION 3c: WRITING AND SUBMITTING A PROPOSAL

Proposal Format
Proposal Summary

Chapter I	Introduction
Chapter II	Statement of Problem
Chapter III	Program Objectives
Chapter IV	Methodology
Chapter V	Evaluation
Chapter VI	Budget

SECTION 3d: RESOURCES

SECTION 3a: RESEARCH

Research on regulations governing grant processes necessary to establish which foundations are most likely to fund your program is the first step prior to any others. Be flexible in terms of interpreting how your program might respond to the criteria specified by a foundation. For instance, if a foundation has a mandate to fund "educational" projects, consider how you can formulate a proposal that is educational in its basic thrust.

Locating Research Materials

- Foundation Center Libraries - The Foundation Center makes available factual information on philanthropic foundations through programs of library service, publications and research. Foundation Center libraries contain all of the Center's standard reference works, recent books and reports on foundations, foundation annual reports on microfiche and information returns filed by foundations with the Internal Revenue Service. Each collection contains the IRS returns for most foundations located within its state, while several also cover foundations in adjacent states. A complete collection of data covering all U.S. foundations can be found at the following Foundation Center National Libraries:

The Foundation Center
888 Seventh Avenue
New York, New York 10019

The Foundation Center
1001 Connecticut Avenue, NW
Washington, D.C. 20036

A complete list of Foundation Center Libraries begins on the following page.

- Public and University Libraries - If you do not have access to the Foundation Center Libraries, try your local public or university library. Check particularly in the publications described below:

The Foundation Directory is published by The Foundation Center, but is purchased from Columbia University Press, 136 South Broadway, Irvington-on-Hudson, New York 10533. It lists 5,454 grant-making foundations which had assets of $500,000 or more or which made

(publication information continues after library listings)

FOUNDATION CENTER LIBRARIES

Foundation Center National Libraries

The Foundation Center
888 Seventh Avenue
New York, New York 10019

The Foundation Center
1001 Connecticut Avenue, N.W.
Washington, D.C. 20036

Foundation Center Field Offices

The Foundation Center
312 Sutter Street
San Francisco, California 94108

The Foundation Center
Kent H. Smith Library
739 National City Bank Building
629 Euclid Avenue
Cleveland, Ohio 44114

National Cooperating Collection

Donors Forum of Chicago
208 South LaSalle Street
Chicago, Illinois 60604

Regional Cooperating Collections

ALABAMA

Birmingham Public Library
2020 Seventh Avenue, North
Birmingham 35203

Auburn University at Montgomery Library
Montgomery 36117

ALASKA

University of Alaska, Anchorage Library
3211 Providence Drive
Anchorage 99504

ARIZONA

Tucson Public Library
Main Library
200 S. Sixth Avenue
Tucson 85701

ARKANSAS

Little Rock Public Library
Reference Department
700 Louisiana Street
Little Rock 72201

CALIFORNIA

University Research Library
Reference Department
University of California
Los Angeles 90024

San Diego Public Library
820 E Street
San Diego 92101

COLORADO

Denver Public Library
Sociology Division
1357 Broadway
Denver 80203

CONNECTICUT

Hartford Public Library
Reference Department
500 Main Street
Hartford 06103

FLORIDA

Jacksonville Public Library
Business, Science, and Industry Department
122 North Ocean Street
Jacksonville 32202

Miami-Dade Public Library
Florida Collection
One Biscayne Boulevard
Miami 33332

GEORGIA

Atlanta Public Library
126 Carnegie Way, N.W.
Atlanta 30303
(also covers Alabama, Florida South Carolina, Tennessee)

HAWAII

Thomas Hale Hamilton Library
University of Hawaii
Humanities and Social Sciences Division
2550 The Mall
Honolulu 96822

IDAHO

Caldwell Public Library
1010 Dearborn Street
Caldwell 83605

ILLINOIS

Sangamon State University Library
Shepherd Road
Springfield 62708

INDIANA

Indianapolis-Marion County Public Library
40 East St. Clair Street
Indianapolis 46204

IOWA

Des Moines Public Library
100 Locust Street
Des Moines 50309

KANSAS

Topeka Public Library
Adult Services Department
1515 West Tenth Street
Topeka 66604

KENTUCKY

Louisville Free Public Library
Fourth and York Streets
Louisville 40203

LOUISIANA

New Orleans Public Library
Business and Science Division
219 Loyola Avenue
New Orleans 70140

MAINE

University of Maine at Portland-Gorham
Center for Research and Advanced Study
246 Deering Avenue
Portland 04102

MARYLAND

Enoch Pratt Free Library
Social Science and History Department
400 Cathedral Street
Baltimore 21201

MASSACHUSETTS

Associated Foundation of Greater Boston
294 Washington Street, Suite 501
Boston 02108

Boston Public Library
Copley Square
Boston 02117

MICHIGAN

Henry Ford Centennial Library
15301 Michigan Avenue
Dearborn 48126

Purdy Library
Wayne State University
Detroit 48202

Grand Rapids Public Library
Sociology and Education Library
Library Plaza
Grand Rapids 49502

MINNESOTA

Minneapolis Public LIbrary
Sociology Department
300 Nicollet Mall
Minneapolis 55401
(also covers North and South Dakota)

MISSISSIPPI

Jackson Metropolitan Library
301 North State Street
Jackson 39201

MISSOURI

Kansas City Public Library
311 East 12th Street
Kansas City 64106

The Danforth Foundation Library
222 South Central Avenue
St. Louis 63105

Springfield-Greene County Library
397 East Central Street
Springfield 65801

MONTANA

Eastern Montana College Library
Reference Department
Billings 59101

NEBRASKA

W. Dale Clark Library
Social Sciences Department
215 South 15th Street
Omaha 68102

NEW HAMPSHIRE

The New Hampshire Charitable Fund
One South Street
Concord 03301

NEW JERSEY

New Jersey State Library
Reference Section
185 West State Street
Trenton 08625

NEW MEXICO

New Mexico State Library
300 Don Gaspar Street
Santa Fe 87501

NEW YORK

New York State Library
State Education Department
Education Building
Albany 12224

Buffalo and Erie County Public Library
Lafayette Square
Buffalo 14203

Levittown Public Library
Reference Department
One Bluegrass Lane
Levittown 11756

Rochester Public Library
Business and Social Sciences Division
115 South Avenue
Rochester 14604

NORTH CAROLINA

William R. Perkins Library
Duke University
Durham 27706

OKLAHOMA

Oklahoma City Community Foundation
1300 North Broadway
Oklahoma City 73103

Tulsa City-County Library System
400 Civic Center
Tulsa 74103

OREGON

Library Assn. of Portland
Education and Psychology Department
801 S.W. Tenth Avenue
Portland 97205

PENNSYLVANIA

The Free Library of Philadelphia
Logan Square
Philadelphia 19103

Hilman Library
University of Pittsburgh
Pittsburgh 15213

RHODE ISLAND

Providence Public Library
Reference Department
150 Empire Street
Providence 02903

SOUTH CAROLINA

South Carolina State Library
Reader Services Department
1500 Senate Street
Columbia 29211

TENNESSEE

Memphis Public Library
1850 Peabody Avenue
Memphis 38104

TEXAS

The Hogg Foudation for Mental Health
The University of Texas
Austin 78712

Dallas Public Library
History and Social Sciences Division
1954 Commerce Street
Dallas 75201

El Paso Community Foundation
El Paso National Bank Building, Suite 1616

Minnie Stevens Piper Foundation
201 North St. Mary's Street
San Antonio 78205

UTAH

Salt Lake City Public Library
Information and Adult Services
209 East Fifth Street
Salt Lake City 84111

VERMONT

State of Vermont Department of Libraries
Reference Services Unit
111 State Street
Montpelier 05602

VIRGINIA

Richmond Public Library
Business, Science, & Technology
Department
101 East Franklin Street
Richmond 23219

WASHINGTON

Seattle Public Library
1000 Fourth Avenue
Seattle 98104

WEST VIRGINIA

Kanawha County Public Library
123 Capitol Street
Charleston 25301

WISCONSIN

Marquette University Memorial
Library
1415 West Wisconsin Avenue
Milwaukee 53233

WYOMING

Laramie County Community College
Library
1400 East College Drive
Cheyenne 82001

PUERTO RICO

Consumer Education and Service
Center
Department of Consumer Affairs
Minillas Central Government
Building North
Santurce 00908

MEXICO

Biblioteca Benjamin Franklin
Londres 16
Mexico City 6, D. F.

(publication information continued)

grants of $25,000 or more in the year on record. Data on foundations, arranged by state, includes address, donor, purpose, financial information and names of officers and trustees.

The Foundation Grants Index is a bound compilation of all grants which are reported in The Foundation News. It lists approximately 9,000 grants in excess of $10,000 and it is available from the Columbia University Press, address above.

The Foundation News is published bimonthly by The Council on Foundations and includes a variety of useful articles on foundations. In addition, it contains the "Foundation Grants Index" - a removable section reporting on foundation grants recently made in excess of $5,000. It is available from Box 783, Old Chelsea Station, New York, New York 10011.

- Other Organizations - If there is no Foundation Center Library in your area and if local libraries carry none of the above materials, contact other programs and organizations in your area and see whether they have copies of The Foundation Directory, or The Foundation News. Other organizations to contact are:

  - Voluntary Action Center (VAC)
    There are over 300 VAC's throughout the country dealing with volunteer issues. Many are associated with the United Way.
    Use your phone directory, look under Voluntary Action Center to locate the one nearest you.

  - Assembly of State Offices
    Governor's Council on Voluntary Action
    1280 Asylum Avenue
    Hartford, Connecticut 06105
    The Assembly is a membership organization composed of representatives of the various state or Governor offices of volunteer services or citizen participation. Its function is to exchange information and share resources among the membership.

  - Neighborhood Information Sharing Exchange
    1725 K Street, N.W., Suite 1212
    Washington, D.C. 20006
    (202) 293-2813
    Network of neighborhood groups which links individuals with appropriate organizations. Membership is free.

- Purchasing Research Material - If your local options fail, you will need to consider spending some money. Publications and how to order them are listed below:

  The Foundation Directory, 7th ed. ($40.00) ($1.50 mailing and handling)
  The Foundation Grants Index, 1978 ($20.00) ($1.50 mailing and handling)
  Write to: Columbia University Press
  136 South Broadway
  Irvington-on-Hudson, New York 10533

  IRS Forms 990-AR and 990-PF ($1.00 for first page, 10¢ for each additional page, for each return)
  Send name and location of foundation, and year of return desired to:
  Internal Revenue Service
  F01 Reading Room
  1111 Constitution Avenue, N.W.
  Washington, D.C. 20224

  Researching Foundations: Part I ($1.55)
  Researching Foundations: Part II ($1.24)
  (Especially valuable for information on IRS 990 forms and state directories)
  Write to: Grantsmanship Center News
  1031 South Grand Avenue
  Los Angeles, California 90015

  Brochures available for free from the Foundation Center:
  The Foundation Directory
  The Foundation Grants Index

COMSEARCH Printouts
Source Book Profiles
Foundation News
Associates Program
Write to: Foundation Center
888 Seventh Avenue
New York, New York 10019

Selecting a Strategy

There are many ways to research foundations depending on the resources you have available. Below are a few sample strategies to give you an idea of how to start. Once you get going, you will be able to adapt these strategies, combine them, or map out your own.

- At Foundation Center Libraries (where all resources should be available):
  1. a. Go through IRS reports for your state. Check each one first in National Data Book to see that they have given grant money.
     b. Look up promising foundations from the preceding search in Foundation Grants Index to see if they have given grants in your area.
     c. Look at annual reports and newspaper clippings for further information.
     d. Request guidelines from foundations.
  2. a. Start with Foundation Directory under subject index.
     b. Look up promising foundations from a. in Foundation Grants Index, to see if they have given grants in your area.
     c. Cross check with state directories and IRS forms for your state.
     d. Look up annual reports and newspaper clippings for further information.
  3. a. Start with Foundations Grants Index under key words index.
     b. Look up promising foundations from a. in Foundation Directory.
     c. Follow steps c., d., and e. in the preceding strategy outline.
  4. a. Go through state directory.
     b. Look up promising foundations from a. in IRS reports.
     c. Refine information from Foundation Directory, annual reports, and newspaper clippings.

- At other libraries (where resources are limited):
  The strategy here is to use whatever is available in the library (probably Foundation Directory and/or Foundation Grants Index) and then supplement your information by ordering annual reports and guidelines from foundations (if available) and by looking up newspaper or magazine articles on foundations.
  If you feel that you need even more information, you can spend some money and order IRS reports for specific foundations. These reports, however, will be helpful only if one of the two directories are not available in the library.
  It is important to obtain the most up-to-date information possible on foundations, as their priorities vary from year to year. Changes in a foundation's board and its economic structure as well as the needs of the nation are reflected in what a foundation chooses to fund.

Developing a Prospect List

The information required on each foundation is broad in scope and minute in detail. The following information needs to be considered:

- foundation name
- address, phone number
- name of:
  - President
  - Vice President
  - Treasurer
  - Secretary
- identify contact person
- contributions to the foundation
- purpose of the foundation
- restrictions on donations (if any)
- grants awarded during previous year:
  - number of
  - purpose of
  - average dollar amount of
- type of programs funded
- background information on trustees
- dates and place of the board of directors meetings.

A sample Foundation Prospect Sheet is included on the following page.

FOUNDATION PROSPECT SHEET

Fiscal Year Ending_____

Telephone_____

Foundation Name_____

Address_____

Vice President_____ Contact Person_____

Treasurer_____ Name_____

Secretary_____ Title_____

Director_____ Address_____

Trustees_____ Telephone_____

_____

_____

_____

_____

Assets: Market Value_____ Book Value_____

Liabilities_____ Net Worth_____

Gifts Received_____ Source_____

Foundation Donor(s)_____

Date of Exemption_____ Board Dates_____

Purpose_____

Restrictions_____

_____

Total Grants_____ Number of Grants_____

Average Grant/Range_____

Type of Grants (operating, etc.)_____

Background Information on Trustees_____

_____

_____

_____

_____

_____

_____

Comments

Staff

Year of Record _____

Foundation Name _____

Grants Awarded During Previous F/Y _____

1. _____

Purpose _____

2. _____

Purpose _____

3. _____

Purpose _____

4. _____

Purpose _____

5. _____

Purpose _____

6. _____

Purpose _____

7. _____

Purpose _____

8. _____

Purpose _____

9. _____

Purpose _____

10. _____

Purpose _____

Selecting a Foundation

Once you have completed your prospect list, you can determine the foundations likely to fund your program. Several points to remember are:

- Be sure that the foundation(s) you choose to approach do(es) not have any special program or geographic restrictions that would disqualify your program.
- Don't forget to look at smaller foundations, especially community foundations.
- Use the most current information you can get. Foundations often change their funding priorities from year to year.

SECTION 3b: APPROACHING FOUNDATIONS

Your research of the foundations and the information regarding their internal operation will determine what approach will be most effective. The manner in which a foundation operates is an important consideration because some have strict application procedures which are described in their written materials. It is worth the time and effort required to apply in accordance with the established guidelines. Other organizations that have received grant money from the foundations you are considering may be another source of information to help you select your approach.

With your background information, the stage has been set for the six steps involved in approaching a foundation:

1. The letter of inquiry.
2. Predetermined questions.
3. Follow up telephone contact.
4. Interview with foundation officials.
5. Tailoring request to foundation guidelines.
6. Follow up acknowledgement.

1. The Letter of Inquiry

The letter of inquiry, being the first contact your program makes with the foundation, should be carefully prepared. Avoid using any copying method. Each letter must be an original; do not send a Xerox copy. Use an individualized address, the appropriate foundation official's name and sign the letter in ink.

It is advisable to include background information about your program with the letter of inquiry; your case statement or brochure can provide this information. You may also consider enclosing a copy of your annual report. State a date that you will be contacting them as a follow up to your letter.

2. Predetermined Questions

After sending the letter of inquiry, you need to take the time to reflect on additional questions the foundation may ask. This is a management skill that can only be acquired through practice. Try to imagine what questions the foundation is likely to ask and then think of three alternative responses to the query. Write them down. Going through this exercise will help you clarify what you want from the foundation as well as enable you to see the problems from their perspective and prepare you to respond to their needs. This will prepare you for your follow up telephone contact.

3. Follow Up Telephone Contact

The primary purpose of this contact is to get an interview with a foundation official. The secondary purpose is to answer any questions the foundation may have regarding your letter of inquiry. Approaching a funding source is similar to looking for a job; you have to get the interview to market the product. Say whatever you have to say to get in there.

4. Interview with Foundation Officials

The interview enables you to present your program and to learn about the foundation; what its goals and objectives are, what types of programs it is likely to fund, and whether you can tailor your program to those needs. The purpose of the interview is to determine what type of proposal will be acceptable to the foundation.

5. Tailoring Request to Foundation Guidelines

Assuming that you get a positive response to the previous four steps, you are now ready to pursue step five: tailoring your request to the interest and the guidelines of the foundation. This step is dependent on what has transpired previously, especially during the interview. You may have agreed during the interview to submit a two or three page letter outlining what your program does and how you think this fits with the foundation's funding program or you may have agreed to submit a formal proposal. In either case, you must be prepared to "sell" your program relative to what the foundation is likely to fund, based on the information you have been able to solicit during the interview. Be sure you are able to: document your program's accountability; and explain how the foundation can justify funding your program.

6. Follow Up Acknowledgement

1. No interest expressed
   a. send thank you letter.
   b. file for future reference.
2. Interest expressed
   a. respond with agreed upon information.
   b. respond by submitting a proposal for a grant.

SECTION 3c: WRITING AND SUBMITTING A PROPOSAL

Once you have determined that a proposal is an appropriate response, collect:

- details of the application process including any special forms required by foundation;
- any deadlines applicable to proposal submissions. Granting agencies sometimes issue specific times as well as dates after which no further proposals are accepted;
- specific requirements for proposal format, content and length;
- information on funding decision dates if available; and
- the name, title and address of the foundation official in charge of receiving the proposal.

After gathering the above information and forms, you are ready to proceed with the actual writing. Do not be intimidated. You've already done the hard part.

The Proposal Format

The following is a general format for a proposal. However the format you utilize when submitting a proposal must be consistent with the guidelines issued by the foundations from which you are seeking a grant and must be specific to your program.

Proposal Summary.	
Chapter I:	Introduction.
Chapter II:	Statement of the Problem or Assessment of Need.
Chapter III:	Program Objectives.
Chapter IV:	Methodology.
Chapter V:	Evaluation.
Chapter VI:	Budget.

In the following text each of the above proposal sections is described individually.

Proposal Summary

A proposal summary summarizes your idea and the reason or reasons you feel this idea deserves financing. A summary should:

- be concise;
- identify and describe your agency;
- describe your proposed project;
- enable foundations to understand your program's goals and objectives; and
- enable foundations to link your proposed project to the foundation's goals and objectives.

The proposal summary may be written in the form of a letter to be submitted with the proposal or as a separate section, one or two pages, and included before Chapter I of the proposal.

Prepare your summary very carefully as it is frequently utilized to either move your proposal forward within the internal structure of the foundation's organization or to eliminate it from the competition.

Chapter I: Introduction

The Introduction is your opportunity to expand on the summary and to sell your organization to the foundation. Some points to consider for inclusion in the introduction are:

- how and when your program began;
- any unique facts about the way you began, i.e. you were the first of some type of program in your region or community;
- some of your significant accomplishments as a program, or in the case of a young program, some of the accomplishments of your board members and staff in their previous roles;
- your program goals - why you began; and
- support you have received from other organizations and prominent individuals (accompanied by letters of endorsement which can be included as an appendix).

The Introduction can be strengthened by maintaining a file of items such as newspaper articles about your program and letters of support. Include these as references in the Introduction. Statements quoted by experts in your field who endorse your program may also be used. The Introduction establishes your program's credibility. Be as brief and specific as possible, avoid jargon and keep it simple.

Chapter II: Statement of Problems or Assessment of Need

The following steps are guidelines in writing this section:

- Trace the background of the area of the problem you are proposing to attack.
- Present a logical connection between your program's background and the goals, problems and needs on which you propose to work.
- Use evidence to support the existence of the problem. Sources of information include statistics, community groups, prospective clients and other professional organizations in your community or in the field.
- Define, succinctly, the problem you intend to work on. Determine that your approach is workable, that it can be accomplished within a reasonable amount of time and with a reasonable amount of money.

Chapter III: Program Objectives

This chapter must state what you plan to accomplish by your proposed project and how you plan to evaluate the ultimate success of the project you are proposing. For instance, if the problem you stated is an increased usage of drugs among junior high students in your community schools, this chapter would then state that your proposed counseling programs will reduce drug use by, let's say, 10%, during the first year of counseling and 20% during the following year based on some form of evaluation. Even though you plan to devote a whole chapter of the proposal to evaluation, you should touch on it in Chapter III as evaluation is of primary importance to the foundation.

Chapter IV: Methodology

This chapter is the guts of your proposal and requires a staff person to write it who has a logical and organized way of thinking. Start this chapter with an introduction briefly describing how your, or other programs have attacked the problem you are proposing to address. The remainder of this chapter is a task-by-task listing and explanation of how you propose to do the work.

Let's go back to the hypothetical example in the last section: proposing counseling in the junior high schools to reduce drug usuage among the school population. Tasks to accomplish for the successful completion of this project might look like this:

TASK I: Meet with foundation officials to discuss methodology and scheduling.
TASK II: Visit the junior high school(s) principals.
TASK III: Design printed material for distribution prior to program start-up
TASK IV: Arrange space and schedules at school(s) consistent with school personnel approval.
TASK V: Design and review counseling program format to be presented during counseling sessions
TASK VI: Recruit participants.

TASK VII: Train staff.
TASK VIII: Hold counseling sessions.
TASK IX: Evaluate success based on specific criteria.
TASK X: Progress reports and invoices.

Each of the above tasks needs to be explained fully and will probably require listing sub-tasks (i.e. smaller tasks) under each major task. If this is confusing to you, try to list all of the major and minor tasks you would have in order to prepare dinner tonight or to get your car washed or to clean up the yard. The process is the same for writing the tasks for a proposal. You need to list all the big and small steps you would expect to have to take to complete the project you are proposing to undertake.

In addition to listing and explaining the tasks, you should include a schedule of the period of time you anticipate each task will take. This will also be helpful when you do the proposed budget for the project.

Chapter V: Evaluation

Evaluation requires a known set of criteria or standards against which results can be measured. Social services frequently experience difficulties in trying to evaluate their programs because standards and criteria for "success" are not readily available. It is imperative to any evaluation that you have some measure. In the example of drug counseling with junior high students, success may be measured simply in terms of numbers of participants recruited to the counseling sessions. This could be articulated in terms of the percentage of the total grade 8 students participating or in absolute numbers of students. An example of a statement regarding evaluation of this project might read: The drug counseling program intends to enroll 30% of the grade 8 population for participation in the counseling program. The "success" of the program would then be determined on whether the program actually enrolled 30% of this population and if not, why not.

Make sure in this chapter that you have a known quantity to measure your success.

Chapter VI: Budget

Proposed budget requirements differ among funding sources, but the budget design which follows can be modified to satisfy specific foundation requirements. The budget design has two components, Personnel and Non-Personnel. For most social services and related programs, approximately 80 percent of the budget will fall into three subcategories of Personnel.

Wages and Salaries

- Personnel. This section presents a list of all employees, full and part-time, in the following format:

(No. of persons in each position)	(Title)	(Monthly Salary)	(% time on project)	(No. of months employed in grant period)	(Total Requested)	(Total Donated)

In order to show how the completed, filled-in budget would look, take the example of an executive director, employed at $1,000 a month, working full-time (100 percent) for the entire grant period (12 months). You are asking the funding source to provide her/his salary. The completed budget item looks like this:

(No. of persons in each position)	(Title)	(Monthly Salary)	(% time on project)	(No. of months employed in grant period)	(Total Requested)	(Total Donated)
1	director	$1,000	100%	12 months	$12,000	0

All staff may be listed this way. Staff being paid from other sources (for example, a staff person assigned to your project by a county agency) may be listed in the same format as presented above except her/his total salary will be placed in the "Donated" column.

In the above example, the monthly salary figure may represent the executive director's actual salary for each month of the year. It is recommended that all programs develop a five-step

salary schedule for each job in the organization. Using the executive director example, the salary range may look like this:

Step A	Step B	Step C	Step D	Step E
$900/mo.	$950/mo.	$1000/mo.	$1050/mo.	$1100/mo.

The middle step should be used on your budget for each position. Place an asterisk next to each quoted salary, and a note at the bottom of the salary section informing the reader that all salaries are listed at the middle step of the salary range for that position. Attach your salary schedule to the budget.

- Personnel: Fringe Benefits. This section presents all the fringe benefits your employees will receive and the dollar cost of the benefits. Determine the mandatory benefits for your state and agency. State disability insurance. Determine the mandatory benefits for contributions are examples. These fringe benefits are all based on a percentage of salaries; for example:

FICA @ 6.13% x $87,000	Requested	Donated

  $87,000 is the total from all of your salaries up to $22,900 for any one person. Some other fringe benefits may be paid with an absolute dollar amount for each employee; for example:

Health Insurance @ $10 per mo. x 8 employees x 12 mos.	Requested	Donated

- Personnel: Consultants and Contract Services. Paid and unpaid consultants, volunteers and services are included in this section of the budget. If you utilize a bookkeeper for less than fulltime, an entry in your budget would look like this:

Bookkeeping Service @ $75 per mo. x 12 mos.	Requested	Donated

  Through your entire budget, you should run two columns for totals - one marked Requested and one Donated. If you are going to pay for the service, the dollar amount should be placed in the Requested column; if the services are being provided free by a friend of the project then it is appropriate to use the Donated column.

  Volunteer assistance is included in this section. These are figures which you can obtain from a federal agency volunteer evaluation list to assist you in estimating the value of a volunteer's time.

Other Line Items

- Non-Personnel: Rental, Lease or Purchase of Equipment: All of the equipment, donated, purchased, rented or leased, is listed in this section. Equipment is defined as office equipment, typewriters, copying machines, etc. By obtaining as much donated equipment as possible, you are able to lower the program expenditures and demonstrate to the funding source that others are interested in the program.

- Non-Personnel: Consumable Supplies. Supplies such as paper clips, pens, pencils and paper are included here. About $75 per year per staff member is a reasonable figure to use. For any unusual supply requirements, a separate figure should be used. For example:

	Requested	Donated
18 staff x $75 per year	$1,350	0
Supplies for community workroom x $30 per mo. x 12 mos.	$360	0

- Non-Personnel: Travel. Travel should be described in two categories: local and out-of-town. Avoid using large lump sums that require interpretation and lead to questions from the funding source. In planning for local travel, remember that all staff will not be driving on the job and not all who do will drive the same amount. For example:

	Requested	Donated
Out-of-town travel		
1) community organizer to NIDA training program in Detroit, July 5-8 $242 round-trip airfare plus		

	Requested	Donated
2 days per diem @ $50 per day.	$342	0
Local travel		
executive director @ 100 miles per mo. x 12 mos. x 20¢ per mile	$240	0
2) community organizers @ 500 miles per mo. x 12 mos. x 20¢ per mile.	$1,200	0

- Non-Personnel: Telephones. Installation costs are the most commonly forgotten cost in this category. Write in the number of telephones you will require times the expected monthly cost per telephone. Justify any extensive long distance calling that you will have to do.

- Non-Personnel: Other Costs. This category includes items such as the following:

  postage;
  fire, theft and liability insurance;
  dues in professional associations paid by the agency;
  subscriptions;
  publication costs include the following:

  -printing
  -typesetting
  -addressing (done by a service)
  -mailing supplies; and
  -any other items that do not logically fit elsewhere.

  Some programs, especially those conducted within a large institution, also include a figure for indirect cost. These costs are paid to the host institution which conducts a federally funded program. The host institution projects what these indirect costs will be. Indirect costs are determined by an audit. This indirect cost figure will be in effect until the next program audit.

SECTION 3d: Resources

Allen, Herb, ed. The Bread Game: The Realities of Foundation Fund-Raising. Revised Edition. Glide Publications, San Francisco, California; 1974; 96 pp.; $2.95.

This book is a "how-to" manual of fund raising for social change. It was written particularly for those organizations that, for one reason or another, have traditionally not approached foundations for funds.

The book discusses general information on foundations and specific information on problems minority group organizations are likely to encounter. The proposal writing process is presented and includes two sample proposals to be used as guides. Suggested accounting procedures for grantees are discussed and illustrated with sample bookkeeping documents. In addition, the paper work required for reporting on a grant is outlined and illustrated.

COMSEARCH Printouts. The Foundation Center, 888 Seventh Avenue, New York, New York 10019; Series published annually in April. $11.00 per category, 8½" x 11" paper; $3.00 per category, microfiche; $100.00 special price for complete set of microfiche.

COMSEARCH Printouts present The Foundation Grants Index information in easy-to-use subject listings. COMSEARCH is a tool with which to begin research on foundations that have grants in the following subject categories:

- communications (3 topics):
- health (9 topics);
- population groups (6 topics);
- social studies (5 topics);
- education (13 topics);
- humanities (6 topics);
- physical and life sciences (7 topics);
- welfare (14 topics); and,
- other (5 topics).

The Printouts present the same information on grant records that is available in The Foundation Grants Index Annual, but all of the grants in each category are selected and arranged by the computer to save you time.

In addition to the COMSEARCH subjects, there are two other types of computer-produced information on foundations that have made grants. The special topics listing is a response to popular demand for the following data: 1000 largest foundations based on assets; 1000 largest foundations based on grants; 600 largest company-sponsored foundations; and 1400 operating foundations.

Connors, T.D., ed. The Non-Profit Organization Handbook. Hoke Communications, Inc., Garden City, New York 11530; 1979; 740 pp.; $29.95.

This handbook contains articles written by leading nonprofit experts and provides information on many of the latest fund raising techniques. Specific areas discussed in the handbook include:

- current tax regulations and compliance;
- how to tap hidden revenue sources;
- ways to deal effectively with private foundations;
- how to obtain/retain tax exempt status;
- how to get/manage government funding;
- how to generate vital public support through effective public relations;
- how to use special events for fund raising;
- how to prepare tax returns; and
- how to meet the new accounting and financial reporting requirements.

Conrad, Daniel L. and the Research and Development Staff of the Institute for Fund Raising. The Grants Planner: A Systems Approach to Grantsmanship. Volunteer Readership, the National Center for Citizen Involvement, P.O. Box 1807, Boulder, Colorado 80306; 1977; 273 pp.; $39.95.

The Grants Planner is a combination of background information and "how-to" instruction for people or agencies who are seeking grant support. The Planner includes a series of forms, worksheets, checklists, and grants data, such as primary sources of grant funds. The 25-page Grants Bibliography contains important works in the field.

Croake, Elizabeth A. How to Raise Money For Your Organization. Training For Living, Inc., Mattituck, New York 11952; 1977; 95pp.

Rather than addressing the complex world of government or foundation funding, the aim of this publication is to present a wide range of fund raising activities that have been successful for others, many of which could be adapted to meet your program's specific needs.

Decker, Virginia and Larry E. Decker. The Funding Process: Grantsmanship and Proposal Development. Community Collaborators, P.O. Box 5429, Charlottesville, Virginia, 22903; 1978; 120pp.; $6.95.

This book takes the reader from the pre-proposal phase through researching potential funding sources to grant administration. The publication provides the reader with objectives and procedures for each phase of the process. In the pre-proposal phase, idea generation is presented with carefully detailed questions that analyze each aspect of an idea. "Organizing for Action" presents and discusses sources of information on funding. The style of contact and methods to assess the information gathered are detailed in Chapter III. Government funding is the topic of the next chapter and a detailed format for proposal writing is the topic of Chapter V. The elements of submission and followup are described step-by-step.

Dermer, Joseph. The New How to Raise Funds From Foundations. Public Service Materials Center 415 Lexington Avenue, New York, New York 10017; 1975; 92pp.; $9.95.

A guide to the world of foundations - their history and current trends. The guide also includes a checklist for important steps in seeking foundation support. This book provides programs with little or no knowledge of the foundation funding process with the basic tools to begin foundation fund raising.

Dermer, Joseph, ed. Where America's Large Foundations Make Their Grants - 1980-1981 Edition. Public Service Materials Center, 415 Lexington Avenue, New York, New York 10017; 1980; $34.

This book provides a record of grant making by over 600 large foundations in every part of the country. Most foundations listed have assets of more than $10 million. It also provides details on who receives foundation grants, how much was awarded and the purpose of the grant.

Erway, Milton K. and Edward J. Murphy. Guide to Grants. SCSC Foundation, Inc., P.O. Box 314 New Haven, Connecticut 06515; 1977; 53pp.

This booklet was prepared for the use of participants at a workshop on fund raising principles and practices which was held on the campus of Southern Connecticut State College (SCSC) in New Haven on May 17 and 19, 1977. The booklet describes steps involved in the following areas: developing a project, identifying sources of funding, writing a grant proposal and performing the project. The appendices include a bibliography, a proposal development form outline and a budget summary format.

The Foundation Directory, Seventh Edition. Columbia University Press, 136 South Broadway, Irvington-on-Hudson, New York 10533; 1979; 594 pp.; $41.50.

This guide, compiled by the Foundation Center, includes information on all foundations whose assets exceed $1 million or whose annual grants total $100,000 or more. Edition 7 includes descriptions of the nation's 3,138 largest foundations, the source of 93% of all foundation's assets and 92% of the total grant dollars. Entries include a description of giving interests along with addresses, telephone numbers, current financial data, names of donors and key officers, and grant application information. This directory contains four indexes which give ready access to: city and state locations to identify locally-oriented foundations; personnel, names of donors, trustees, and administrators; foundations names; and, fields of interest, revised and expanded for this edition.

The Foundation Grants Index Annual. The Foundation Center, 888 Seventh Avenue, New York, New York 10019; 1979; $27.00.

The most comprehensive subject index to previously-awarded foundation grants is The Foundation Grants Index. The Index is published each April, listing grants of $5,000 or more awarded to nonprofit organizations in the preceding year by about 500 foundations. This includes all the grants listed during the last year in the special section of the bimonthly journal, "Foundation News", plus about 7,000 additional grants reported to the Foundation Center by the end of the year.

The grants are listed alphabetically by foundation and state. Entries include the amount and date of the grant, name and location of the recipient, a description of the grant, and any known limitations in the foundation's giving pattern.

Grantsmanship: Money and How To Get It, Second Edition. Marquis Academic Media, Marquis Who's Who, Inc., 200 East Ohio Street, Chicago, Illinois 60611; 1978; 46 pp.; $7.50.

Brief comprehensive narrative on the art of grantsmanship ideas and research -- includes discussion of the letter of inquiry, the proposal, reports prepared after funding and government funding. The majority of the book is devoted to presenting information to the reader in appendices including:

- a selected bibliography including acquisition addresses and prices, where appropriate;
- grant reference directories;
- letters of inquiry;
- foundation and government application procedures, including sample forms; and
- a list of useful addresses.

Hill, William J. A Comprehensive Guide to Successful Grantsmanship, Revised Edition. Grant Development Institute, 2552 Ridge Road, Littleton, Colorado 80120; 1972; 75 pp.

This Guide was written to assist the neophyte and experienced alike in the "how to's" of winning grant support for their respective programs. The Guide discusses: good internal organization; defined procedures; careful planning; systematic research; sound marketing strategy; and, where to find the money.

Simplified procedures for organizing a successful grant program are presented with information on writing applications and locating prospects. The Guide concludes with usable forms, samples and recommended references that may be adapted to an individual program.

National Data Book, Fourth Edition. The Foundation Center, 888 Seventh Avenue, New York, New York, 10019; 1979; $27.00.

The National Data Book is the directory that includes all of the currently active grant-making foundations in the U.S. More than 22,000 foundations are listed in one volume with an alphabetical index in a separate companion volume.

Foundations are arranged by state in descending order of their annual grant totals; this presentation provides patterns by geographic area. City names are highlighted to emphasize the small foundations in any community - information that was formerly impossible to compile. Foundation entries include name, address, and principle officer, plus full fiscal data - market value of assets, grants paid, gifts received, and fiscal period - and an indication of which foundations publish annual reports.

The introduction provides a comprehensive statistical analysis of foundation philanthropy. All 22,152 active foundations are profiled by state, showing the numerical distribution, dollar totals, and percentages of foundation assets and grants in each. Detailed charts illustrate the geographic concentration of foundation wealth, as well as the patterns of economic distribution.

A new feature is the inclusion of community foundations, those special grantmakers that focus on the needs of their particular cities. 170 of these unique givers are listed, representing assets of $1.3 billion and grants of about $190 million annually.

The 1980-1981 Survey of Grant-Making Foundations. Public Service Materials Center, 415 Lexington Avenue, New York, New York 10017; 1980; $10.00.

This reference book contains information on more than 1,000 foundations across the country with assets of over $1,000,000 or grants of over $100,000. Information contained in this book includes: the best time of year to approach these foundations; whether they make grants in your state or city; whether they make general operating grants; whether they make building grants; whether they make appointments; and whom you should contact at each foundation.

SECTION 4
LOCAL FUND DEVELOPMENT STRATEGIES

INTRODUCTION

The strategies described in this section provide a framework from which to implement a wide range of fund raising activities. Some of the strategies will suit your program better than others: all are likely to require modification based on your available resources. A table of contents is included below as a guide to the selected information contained in this section. The reader is referred to the resources presented at the end of this section (Section 4) for information on additional fund raising strategies.

USER'S GUIDE - SELECTED STRATEGIES

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SECTION 4a: INDIVIDUAL SOLICITATION

Major gifts from prominent, affluent individuals in your community may eventually become a major source of revenue for your program. Keep in mind that in fund raising, the major amount of support will come from a few donors. These donors may be individuals who live in your community and will wish to support your agency.

People give money for a number of reasons. It brings them recognition and social status. It generates a sense of personal satisfaction. It compensates for having taken from the community over the years. Giving makes people feel good. Usually people feel honored to be asked to support a cause which is of value and enhances community well-being.

The place to begin assembling your prospect list is by asking those closest to the agency (particularly the members of the board of directors) who should be approached for major, multi-year commitments to your program. These should be people whom your board members know well - not casual acquaintances or people who "have a lot of money and therefore should be good for something." Add to your prospect list by reading the social and business columns for persons who might be known to someone on your board or for names of parents whose children are program clients.

Remember that the development of a comprehensive list of individual, major gift prospects is a deliberating process. It takes time. But the process may be well worth the time spent in developing a selective list. (A sample prospect list for individual donors is included on the following page as a guide.)

INDIVIDUAL PROSPECT LIST

Name_____

Home Address_____ Telephone_____

_____

Present Employer_____ Occupation_____

Business Address_____ Telephone_____

_____

Previous Employer_____

Corporate Directorships_____

_____

_____

Political Offices Held/yr._____

_____

Other Affiliations (clubs, nonprofit board memberships)_____

_____

_____

_____

Share Holdings (at market value)_____

_____

_____

Education_____

Family Members (spouse, children)_____

_____

Known Contributions to Nonprofit Organizations_____

_____

_____

_____

Connection with Our Organization_____

_____

Previous Donations to Our Organization_____

_____

Comments:

Prospect Rating. Meet with the development committee of your board of directors to ask their advice on what level of gift should be requested from the prospect. Ask questions such as:

- What income does the prospect have?
- What is the average gift level to other organizations in town?
- Has the prospect suffered business or marital losses which change the giving capability?
- Based on this information, what should the request be? Should a multi-year commitment (such as $8,000 over a four year period) be requested?
- What type of recognition should be planned for this donor?

Planning the Solicitation. The five "rights" for soliciting satisfactory gifts are the RIGHT person ask the RIGHT prospect for the RIGHT amount, for the RIGHT reason, at the RIGHT time.[1] This type of solicitation has several advantages: low overhead costs; the involvement of a few select volunteers; and the possibility of developing a deferred giving plan. Members of the board of directors and friends of your organization can participate by writing and calling their associates and friends. The target group for this type of solicitation are members of the community who either already know of and support your program or who would support your program if they were better informed.

The Solicitation. Prepare the solicitor (a member of your board or another volunteer) with a summary of the prospect's relationship to your agency, if any. Tell the solicitor of other gifts to other projects by the prospect and the gift giving level to request as suggested by the rating groups. Ask the solicitor to arrange an appointment to meet the donor.

The approach designed for individual solicitation should, in each case, reflect a planned presentation which will appeal to the individual whose help you seek. Emphasize the donation as an opportunity to invest in something personally gratifying as well as meaningful to the community at large. Train your solicitors to provide comprehensive information about your program and give them printed information such as a case statement, financial statement or publicity brochures as hand out material. Remember, people may give less than they are asked for, but few give more. When making a request, be specific and aim high.

If the prospect agrees to a multi-year gift, ask for a signed letter of intent finalizing the agreement. This will give the staff member present an opportunity to nail down the details of the purpose of the gift, preferred billing dates and the time limits of the commitment. Recognition for this significant gift can also be discussed at this time.

After the Solicitation. Write to the prospect thanking her/him for the opportunity to meet and answer any questions left unanswered at the meeting. Prepare a similar letter for the solicitor's signature. Acknowledge the gift immediately (see Section 2). Plan recognition which will be accorded in a reasonable period of time and determine what public (media) representation will be invited to report the donation.

Begin cultivation of this donor for a new commitment. Although you will not return to the donor for an outright gift until this commitment is paid, you will want to mail newsletters and other information and invite this friend of the agency to all events related to its development. Keep your donor active by:

- informing her/him of program process;
- reporting how contribution is being spent and discussing what impact this has on the operations of the program;
- requesting names of other potential donors;
- recruiting donor as an active solicitor for your program; and/or
- giving a plaque or other form of recognition to honor the donor.

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1. The Nonprofit Money Game. Funding Information Service, Junior League of Washington, Inc., Washington, D.C., 1979, p. 12.

Direct Mail Campaign

Direct mail appeals have been widely used by national nonprofit organizations and some statewide groups. Using this approach mass mailings are sent to "prospects" asking for money. It is not a one-time only event. The goal of a direct mail campaign is to develop a list of contributors and concentrate on those people for subsequent mailings. Locally-based groups may have a difficult time compiling large prospect mailing lists and paying for postage. However, this strategy seems to work well if the prospect list is carefully selected and if the organization is well-established.

Brevity and a relaxed approach are important; written expressions should be simple, direct and never condescending. If letters must be reproduced in quantity, use a process that simulates the appearance of typing. Personally sign each letter and write a short personal note to key people on your list. It is equally important that attractive stationery carrying your logo or other identification be developed and used for all your correspondence.

With the rapidly rising costs of postage, extensive direct mail may be beyond your budget. But even if limited, selected mailing can be efficiently used in the following areas:

- Information - designed to tell the story about your program and its services.
- Persuasion - an effort to convince, to evoke a response and action from a volunteer, a board member or a business executive. Persuasion is particularly effective in the area of volunteer recruitment and fund raising events.
- Reminders - to keep the program and services alive in the minds of people.
- Utility - items with your logo which the recipient can use, and in doing so enjoy the association with your program. These might include bookmarks, keyrings, note pads, ball point pens, and calendars.

The expected proceeds from an annual direct mail solicitation are based on the following data compiled by the Junior League of Washington, Inc.:

- Expect only a 1.5% response from a cold mailing. (Costs approximately 40-60 cents per letter sent.)
- Small donors ($1 - $10) - expect to receive $2 - $4 for every dollar spent.
- Large donors ($10 - $50) - expect to receive $8 - $10 for every dollar spent.
- Postage and materials are your greatest expense. You may qualify for nonprofit bulk mail rates. Check with the Post Office.

There are three distinct advantages in using direct mailing as a fund raising strategy:

- A direct mailing campaign can usually be initiated utilizing available staff at a low start-up cost.
- You can pre-test the proposed mailing on a small sample of prospects and determine the degree of likely responses. If you find something that is successful, try it again.
- Responses to a direct mailing campaign are measureable in terms of income versus expenses.

Canvassing: A Planning Guide

The following are the primary steps necessary to implement a plan for canvassing community members

1. Staff.
   - A canvassing director is responsible for the overall organization:
     - preliminary research
     - compliance with laws
     - hiring staff
     - overseeing day to day activities of the canvassing project.

- Field manager(s) will be needed to oversee the activities of the individual canvassers and be responsible for training, assigning and collecting money from canvassers. Plan for one field manager for every 5-10 canvassers.

2. Conduct Preliminary Research.
   - Obtain information from your state attorney general's office on solicitation laws and requirements in your state. (See APPENDIX B.)
   - Research the feasibility of canvassing in your community. Areas to canvas are those with households close enough together so that 80 households can be approached in about 5 hours.
   - Determine the specific boundaries of the selected areas to be canvassed and chart on detailed maps. These maps will be used during the actual canvass.
   - Contact local police department and inform them of your plan and request any necessary applications and/or information on procedures.
   - Contact the office of the city attorney to determine any solicitation requirements. Appeal to this office if the police department denies your request.
   - Inform office of the mayor in case you must appear before a public board delegated by the mayor.
3. Compiling Materials.
   - Prepare canvassing materials for training and field use in sufficient quantity before recruitment of canvassers begins.
   - Training materials include:
     - fact sheets containing detailed information on your organization, its history, background, purpose, accomplishments, etc.
     - sample presentations that canvassers will make door to door.
   - Field materials include:
     - clip boards
     - fact sheets for distribution to households
     - identification badges or cards approved by organization
     - petition forms
     - receipt books
     - reply envelopes.
4. Recruit Canvassers.
   - Recruit canvassers through organization newsletter, meetings, community college and high school newspapers, and bulletin boards.
   - Canvassers should be members of the community to be canvassed.
   - If the canvassing effort is planned to be longer than 2 weeks or if canvassing recruitment is not bringing in enough volunteers, you may want to provide canvassers with a small salary.
   - Recruit more canvassers than necessary since the turnover rate in canvassing is high. Keep a list of trained alternate canvassers ready throughout the effort.
   - To estimate the number of canvassers needed per evening, use the following formula:

     # of households in canvassing area ÷ 80 = # of nights for one person to canvass entire community

     # of nights for one person to canvass entire community ÷ # of canvassing days in your operation = # of canvassers per evening

5. Train Canvassers.
   - Canvassers must be trained on canvassing techniques, the purpose of the canvass and about your organization before going into the community.
   - Make sure canvassers thoroughly understand what your organization is doing - its purposes, goals, accomplishments and future plans so that they can effectively sell your organization.
   - Use program fact sheets as reference materials for canvassers.
   - The canvassers should be allowed to practice the presentation to be given to potential contributors. This presentation should consist of:
     - showing of identification badge or card to show they are legitimate; and
     - briefly stating their name, the organization they represent and that they are gathering support for the organization in the form of signatures on a petition and contributions of a certain amount of money ($3.00, for example).

6. Conduct Canvassing.
   - Canvassing hours are generally (rain or shine) Monday through Friday, late afternoon through early evening (3:30 pm to 8:30 pm or 4:30 pm to 9:00 pm).
   - Canvassers should pick up assignments and turn in money collected to their field manager each day. This provides the canvassers with ample opportunity to discuss progress and problems while providing field managers with a daily tracking system.
   - Canvassers should carry with them all materials necessary to make presentations - clip boards, fact sheets, petition and contribution forms, receipt forms, reply envelopes, etc.
   - Establish daily quotas for canvassers, for example, $12 per hour of canvassing. This provides canvassers with incentive to collect at least that amount.
   - If salaries are provided, they may be based on a percentage of the money solicited, for example, one fourth of the daily intake.

7. Follow-Up.
   - Petition forms and money should be turned in to the field managers.
   - Field managers should check to see which households have been covered that day and that each canvasser has met the quota.
   - Money should be deposited and contributor's names, addresses and telephone numbers should be recorded in your records.
   - Write thank-you letters to all contributors.
   - Send the items the contributors are entitled to for their donation (decal, newsletter, etc.).

SECTION 4b: CORPORATIONS

Two approaches are suggested for solicitations from large corporations. The first approach is designed utilizing a written letter to the chairperson of the special contribution committee or the community affairs officer of the corporation. The second approach involves meeting with a major executive of the corporation.

Corporations - Approach Number One

1. Approach the chairperson of the special contribution committee or the community affairs officer.
2. Determine the grant season for the particular corporation based on its fiscal year.
3. Tailor the letter of introduction to clearly indicate how the corporation will benefit.
4. Present a convincing case and state clearly and concisely how the money will be used.
5. Make your request for a specified amount.
6. Provide any further information that may be required utilizing the corporation's procedures.
7. Include documentation of your tax exempt status.
8. If required, submit a succinct proposal detailing the needs, objectives, procedures, personnel and budget for the program. Be brief.
9. Send acknowledgement letter after contribution has been received.

Corporations - Approach Number Two

The second approach that may be utilized for large corporations is personal contact with an executive of the corporation and involves the following steps:

1. The initial contact should be made by a volunteer who is also a business/corporate executive.
2. The follow-up visit should be conducted by the business executive who initiated the contact and a program staff member.
3. Describe your project and how the corporation can benefit through its support.
4. Limit the length of the visit to a succinct presentation and discussion.
5. Make your request for a specified amount.
6. Obtain a signed pledge.
7. Send acknowledgement letter and maintain contact to update the corporate executives on activities of your program.
8. Unless corporation requests otherwise, consider publicizing the contribution.

During the initial meeting with corporation officers, a staff or board member of your program should:

- discuss the merits of your program and the project you propose;
- ask for the exact amount required and explain clearly how the contribution will be used;
- present an argument on how the contribution will serve the interests of the corporation; and
- obtain a signed pledge or a letter of intent.

An acknowledgement letter should be sent as soon as the donation is received. With permission of the corporation, publicize the donation so that other potential donors in the community are aware of your program and its ability to attract funding.

SECTION 4c: SMALL BUSINESS

Successful solicitation from small businesses can have varied results - money or donations of material and services such as food, space, equipment or technical assistance. Businesses most amenable to requests for donations are those which:

- have a substantial operation in the community;
- sell products in some way related to your program; and/or
- have employees who directly or indirectly benefit from the program.

Small Business - The Approach[2]

A. Formulate A Fund Raising Committee

- Minimum of 12 persons
  - Program board members
  - Business owner's or executives
  - Clergy
  - One program staff member
  - Residents
  - Local legislators
  - A representative from each category of your local income sources.

Maximum of 3 Should Go on Visit to Business

- Executive director
- Program board member
- Business executive (who made initial contact)

B. Research

- Prospect list of businesses
- Personal contacts
- Employees
- Highest ranking officer of business to be approached, owner, persident or chairman of the board
- To find out use: fund raising committee contacts, phone, annual reports, chamber of commerce, manufacturer's directory, yellow pages, walk the neighborhood, reverse telephone directory
- Information needed on business: contact person, departments, number of employees, product
- On banks: disclosure information, savings/checking accounts by zip codes
- Business Prospect Sheet is included on following page.

C. Times of the Year to Approach Business/Industry

Timing is another important consideration to your approach. You should examine the time of the year to make your contacts. Investigate the political and economic issues that might come into play, for example: bond referendums, increased tax levies, or income tax and property tax payments that are due can all make a difference to the philanthropic atmosphere, especially among businesses and industries.

Likewise, try not to conflict with other major community fund drives. Know when the community-wide campaigns occur and don't overlap. Conflicts will not only cut into your success, but may also create enemies among those groups and individuals who work hard for that effort and the agencies that benefit from it.

Consider these guidelines:

- From Thanksgiving to New Year's is normally a good business period; it may be a good time to approach retailers.
- Watch out for tax referendums during election months (specifically February, April, September and November).
- Income tax is due in mid-April.
- Summer is a slow time except for non-seasonal businesses or those designed for warm-weather trade. This is particularly true if you try to contact foundations and/or corporations.
- Summer is vacation time and many key individuals may be away.
- August is probably second only to April as the deadliest month for fund raising.
- Donations made prior to December 31 are deductible on that year's taxes. Implication: if it's a profitable Christmas, retailers may want to give a little extra away for tax purposes.

The timing during the day is also important. Contact and appointments should be made when you will have the undivided attention of those involved. There is also less pressure at certain times during the day when people are much more receptive to you. For example, don't approach restaurants at noon or dinner times. Don't see grocers on Wednesdays, Friday nights, or Saturdays. Try to contact lawyers early in the morning or late in the afternoon, before and after court appearances. If you're not sure as to the best time of day to make the initial contact, seek the advice of other people in the same business.

---

2. Abstracted from: Fundraising Training Curriculum. Volunteer: The National Center for Citizen Involvement, 1980.

BUSINESS PROSPECT SHEET

Name of Business _____

Address _____ Telephone _____

_____

Type of business (products) _____

_____

Annual Sales $ _____ Number of employees _____

Profits 197__ $ _____ 197__ $ _____

198__ $ _____ 198__ $ _____

Board of Directors	Stockholdings of Directors
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Officers	Stockholdings and Salaries
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Members of Corporate Gifts Committee _____

_____

_____

_____

Major Shareholders

Subsidiary Companies

Location of Branch Offices or Factories

Known Contributions to Other Nonprofit Organizations

Connection with Our Organization

Previous Donations to Our Organization

Comments

Ad Book Campaign - Procedures for Organizing

An ad book is used primarily as a mechanism for receiving annual contributions or to supplement other fund raising activities. The development of an advertising book campaign entails the design steps which are outlined below.

1. Decide Approach

   - Decide the approach your organization wants to take in regard to the assembly of the ad book - neighborhood shopping guide, benefit program, annual report/ad book, etc.

2. Establish a Volunteer Planning Committee

   - Elect a committee chairperson. The chairperson should be able to work with the business sector.
   - Choose committee members. Committee members should be representative of your organization and live in the community in which the campaign will take place.
   - The planning committee is responsible for determining and carrying out all campaign related tasks.
   - Organize planning committee members on two levels:

     1. Neighborhood teams - responsible for selling ads to smaller neighborhood businesses (grocers, liquor stores, cleaners, florist shops, etc.) within their neighborhood.
     2. Speciality teams - responsible for community wide solicitation of ads from larger businesses and organizations (large food store chains, auto dealers, churches, professional associations, etc.).

3. Pre-Campaign Activities

   - Determine time schedule for Ad Book, chart a time frame schedule for all tasks from planning to distribution. The average time schedule for this type of campaign is 14 weeks. (See exhibit next page.)
   - Make task assignments to committee members at this time.
   - Determine the size of the Ad Book - number of pages, size of pages, etc.
   - Determine price schedule for ads. The following price schedule can be used as a guide.

- Large books:	- Smaller books:
$2,000 for cover of full "gold page"	$100-150 for full page
$1,000 for full "blue page"	$ 60- 75 for ½ page
$ 500 for "white page"	$ 35- 45 for ¼ page
$ 300 for ½ page	$ 20 for 1/8 page
$ 25 for patrons (name and address listed)	
$ 10 for friends (names listed)	

   - Determine the quantity of ad books to be printed. As a rule, at leat 2,000 ad books should be printed - any smaller number makes the sale of ads difficult.
   - Decide in what manner the ad books will be distributed.

4. Train Volunteer Solicitors

   - Train volunteer solicitors in various techiques and approaches used in selling ads. Possible approaches include:
     - the excellent advertising opportunity aspects of buying an ad;
     - local businesses should support organizations whose members support their business; and
     - businesses benefit from the work of your organization and therefore should support it.
   - Instruct solicitors on how to research each business or organization they plan to approach. Solicitors should be informed about each business - what they make or sell, services they provide, approximate dollar volume of business, etc.
   - Encourage solicitors to use any contacts they may have with individuals employed by the businesses or organizations they plan to approach.

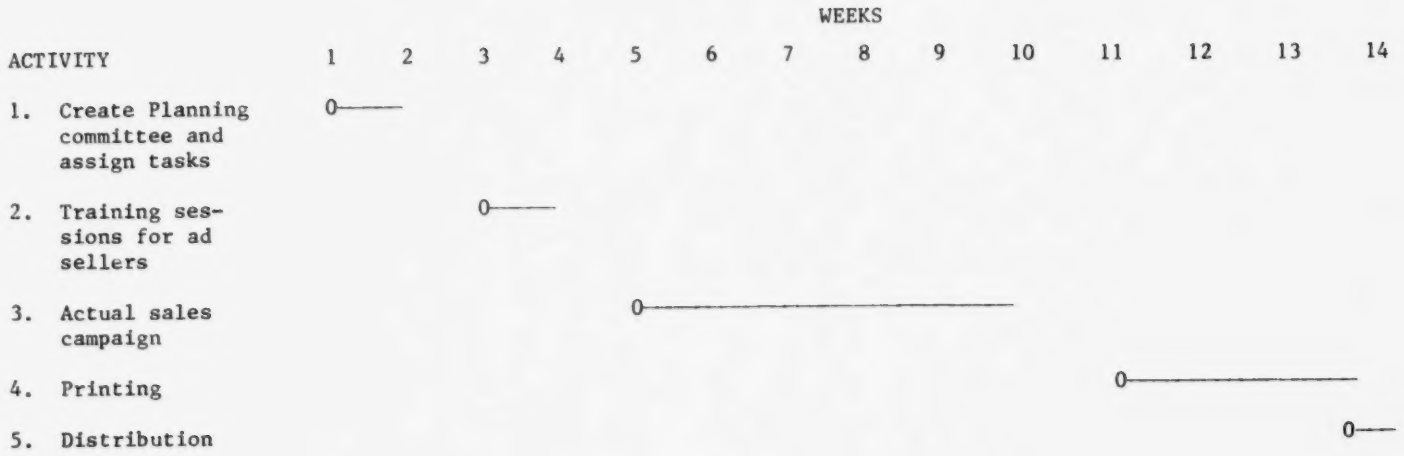
5. Begin Ad Book Campaign
   - Select one of the two general procedures for soliciting ads. These are:

     1.A. Send a letter to each business describing your organization, its accomplishments, its ad book and why the business should buy an ad. Include a reply envelope for use by businesses contributing immediately.

     B. Within a week, telephone each business to follow up on the letter. Refer to the letter and state your intention to arrange a meeting.

     C. At the meeting with the business owner, emphasize the sales techniques practiced during the training session. Once a well-known and reputable business or organi-

TIME SCHEDULE


WEEKS
ACTIVITY
1 2 3 4 5 6 7 8 9 10 11 12 13 14
1. Create Planning committee and assign tasks
2. Training sessions for ad sellers
3. Actual sales campaign
4. Printing
5. Distribution

zation has purchased an ad, cite it as an example; most businesses will usually advertise where their competitors advertise. Another technique is to approach businesses where team members have friends and know people; ads are more easily sold to friends than to strangers and they can help spread the word.

2.A. Contact each business in person to describe your organization, its accomplishments, its ad book and why business should buy an ad. This reduces the chance of the business purchasing an ad that is too small for its size and volume of sales.

B. Provide each business with blank ad forms.

C. Get commitments in writing and if possible collect money for the ads (or you can bill them later). Allow the buyer to specify how the ad will appear.

- Hold a weekly or biweekly meeting for sellers to turn in money, report on sales, tell of their experiences and boost each other's morale.

6. Print Ad Book

- Locate a reliable printer whose finished products are neat, attractive and professional (other groups that have conducted ad campaigns may be helpful in locating a good printer).
- Compare her/his prices, layout and design with other printers in the area.
- The committee chairperson should be responsible for working with the printer.

7. Distribute Ad Books and Follow-Up

- Distribute ad books as planned. This is usually done at a pre-determined event or meeting.
- Send thank you letters to all advertisers and volunteers.
- Send ad books to all businesses and organizations that have purchased ads over a pre-set and determined amount.

SECTION 4d: CHURCHES/CLUBS

This category of potential contributors, especially churches, are more inclined to support activities and programs designed to help the poor, the disadvantaged and others traditionally ignored by society. The proceeds from successful solicitation can take the form of money, volunteers, operating space or meeting space to sponsor special events. Again, the trick is to locate the "right" person relative to your request. An additional point to remember is that churches are often nonprofit with little cash available for funding outside their own programs. Selecting the right church to solicit is very important and worth the time and effort necessary to research the topic properly.

Churches - The Approach

The steps necessary for approaching a church are:

- know your needs.
- research carefully and choose a church which has the resources you require.
- locate the right person.
- ask about procedures for applying.
- apply by sending a letter, proposal and budget.
- prepare and present a discussion to explain your program and proposal project.
- send an acknowledgement following the presentation and again after the final answer from church, whether yes or no.

Formulate A Church Fund Raising Sub-Committee

- A board member or two
- A business person
- Clergy (at least one from each denomination)
- One staff member for the committee
- Community residents
- Minimum of 6 on committee

Maximum of Three on Initial Visit

- Clergy
- Board member
- Community resident

Research

- List of churches by denomination
- Personal contacts
- Pastor, minister or rabbi, assistants and church council where appropriate
- Where to find out: phone, annual reports; ask organization members; yellow pages; walk the neighborhood; reverse telephone directory
- Information needed on church: issues of congregation and staff; number of parishioners; annual budget; church program; programs sponsored and supported by church

Clubs - The Approach

- Collect officer names of organizations and clubs from the local chamber of commerce.
- Send a letter describing your project and asking for support (specificly what is being requested - funds, volunteers, space).
- Offer to make a presentation before a regular meeting of the group you are soliciting.
- Thank the group in writing for the opportunity to present your program.
- Respond to donations with a letter of acknowledgement.

SECTION 4e: SPECIAL EVENTS

Special events are festive events such as theater benefits, dances, fairs, raffles and dinners. People are entertained and receive prizes in return for their attendance, participation and support. The profits from events of this type usually cannot totally support an organization, but can contribute significantly to the organization's fund raising activities. An important advantage inherent in special events is that members of the community are drawn together and community residents become aware of the benefits of your program to the community. Special events also serve as a public relation's event to introduce your program to potential donors. The possible theme for a special fund raising event might include such activities as bingo, an auction, a bazaar, a Las Vegas night, a film or an athletic event.

Fairs

Many community programs have hosted fairs with great success. Fairs are a way of providing: important support to community agencies and programs; better understanding of agencies and functions they perform; visual displays of social services available in the community; the opportunity for potential volunteers to ascertain where they would like to volunteer their time; and a good deal of publicity for the program as the fair sponsor. The fair also offers an opportunity to bring a "name" speaker into the community which generates larger audiences and more prospective donors for your program.

Fairs can often be held with little expense. Space may be contributed by local businesses, shopping malls or by city officials. Booths and displays can be designed by local art students. One drug abuse treatment program persuaded a department store to sponsor a display competition, offering gift certificates to students designing the best exhibits. Fairs can be held to sell donated products, such as handcrafts or baked goods and can be as grand or small as you choose.

Posters-Calendars

Developed through a school contest or by a prominent local artist, posters, properly distributed, can serve as a fund raising event as well as convey information and a sense of excitement about your program.

Another vehicle that can be used as a fund raising item is a calendar featuring photographs, illustrations and dates of important happenings in your community.

Walk-A-Thons - Procedures for Organizing

Walk-a-thons have been very successful money makers as well as generating publicity for many programs. The idea is to get individuals and businesses in the community to promise a dime, a quarter, or whatever, for every mile every person in the march can walk. The more people in the procession the better; the farther they walk, the better. A popular disc jockey or civic leader might head the parade to guarantee publicity and the success of your next campaign.

The procedures for conducting a walk-a-thon are:

1. Select a date.
   - Consider weather conditions when selecting date - outdoor events are best held in late

spring, summer or early fall.
- Allow approximately five months for planning.
- Be aware of other scheduled events - check with newspapers, local radio announcements and local department of recreation.

2. Map tentative route.
   - Decide on length of walk-a-thon: a reasonable length is 15-20 miles.
   - Restrict the route to the boundaries of your community.
   - Restrict the number of steep hills and inclines - avoid tiring walkers and shortening the distance they cover.
   - Avoid busy streets and intersections.
   - Route the path by checkpoints that have open spaces with public facilities, or businesses that will allow participants to use restrooms.
   - Route walkers full circle so the walk-a-thon ends near its starting point.
3. Obtain permits.
   - Determine what permits are needed to hold a walk-a-thon by contacting the mayor's office and the local police and fire departments.
4. - Elect or appoint a planning committee coordinator - preferably a volunteer who can devote the necessary time to the project.
   - Choose a workable number of volunteers to serve as members of the planning committee - 5 to 7 are preferable.
   - The committee's responsibilities include the planning and following through on such tasks as:
     - runner solicitation
     - sponsor solicitation
     - supporting materials
     - publicity
     - registration and verification at check points and rest stops
     - refreshments and prizes
     - day of event and follow-up
   - Check list and timetables should be prepared for each of the above tasks.
5. Supporting materials.
   - Design and produce a sufficient number of participant registration forms.
   - Design and produce sponsor sheets.
   - Design and produce sponsor's pledge card indicating the amount pledged per mile.
   - Design and produce verification card to be carried by walkers during walk-a-thon. Each mile walked is marked when completed by designated checkers.
   - Prepare instruction sheet to be given to walkers, checkers, and marshalls who walk at front, rear and throughout the walkers to insure safety and adherence to the route.
   - Make all supporting materials available to recruiters and in designated businesses and churches.
6. Determine publicity.
   - Create a theme that symbolizes your walk-a-thon and the cause behind it which will be used from preliminary publicity to follow-up activities. i.e. "Walk Against Drugs."
   - Use flyers, posters, ads, and public radio announcements to inform the public of the date, time, place, theme and prizes.
7. Decide prizes.
   - Prizes should be offered for soliciting pledges, walking the greatest distance and for going over a certain distance.
   - Prizes can include appliances, dinners, apparel and accessories. Local merchants should be asked to donate such prizes.
   - Conduct an awards presentation immediately or soon after the event, while participants and spectators are still in a feastive mood.
8. Recruit participants.
   - Invest a considerable amount of time and effort in participant recruitment both on an individual and organizational basis.
   - Recruit individual participants by sending letters to your membership inviting them to join, announcing the walk-a-thon at organization meetings by posting flyers containing all the necessary information and by radio public service announcements.
   - Recruit individual or team representatives from organizations, businesses and schools. If necessary, generate interest by making each organization eligible for a certain percentage (usually 20-25%) of the profits made by its representatives.
   - Keep an up-to-date list of the names, addresses and telephone numbers of recruited participants.

- Contact each recruited participant 1 to 2 weeks prior to the walk-a-thon to remind each participant of the date, time and place.

9. Sponsor Solicitation.
   - Hold a meeting of all recruited participants before sponsor solicitation begins. Distribute support materials and provide instruction on how to solicit.
   - Encourage participants to solicit friends, neighbors, relatives and co-workers as well as local businesses and merchants they regularly patronize.
   - Prepare a short and simple speech for each participant stating his/her name and/or organization, the cause the walk-a-thon is supporting and a request for a minimum pledge. (Usually 25¢ per mile.)
   - Encourage participants to solicit as many people as possible.
10. Recruit Additional Personnel and Materials.
   - Recruit safety marshalls and checkers along with participants.
   - Provide marshalls and checkers with instruction sheets 1 to 2 weeks in advance of the event.
   - Recruit a doctor and a nurse to be available in case of a medical emergency at least 1 month prior to the event.
   - Recruit people with cars or vans to provide transportation to walkers who cannot finish.
   - Five tables for every 1,000 walkers must be provided for checkers at checkpoints.
   - Refreshments (especially thirst quenching drinks and energy snacks) should be provided at checkpoints. Such items may be donated.
11. Day of Event Activities
   - Set up tables at checkpoints.
   - Make sure refreshments arrive and are set out.
   - Make sure that marshalls, checkers and medical and transportaion personnel are present and stationed at their designated spots.
12. Post Event Activities.
   - Dispose of all trash and garbage at each checkpoint and along the route.
   - Collect pledges from sponsors by sending a letter to each sponsor stating how much she/he pledged per mile, how many miles the sponsored participant completed and the total amount of money owed. Include a self-addressed return envelope, preferably postage paid.
   - Have participant call or visit sponsors who do not send their pledge within two weeks.
   - Have staff member contact any sponsor who has not sent her/his pledge two weeks after participant reminder. If a pledge has not been received two weeks after the third request give up on that sponsor.
   - Send thank you letters to all planning committee members, contacts within organizations, volunteers who worked the day of the event and businesses that contributed prizes or refreshments.

SECTION 4f: BUSINESS VENTURES

Another money making possibility exists which your program may determine deserves thorough investigation - a business venture. Having your program engage in a business operation (from a paper recycling outlet to a submarine sandwich shop) can provide income to your program and also has the potential to provide a source of employment to your program clients.

There are many current publications availabel to give you ideas on money making opportunities and businesses that your program can enter. The following publications, available free of charge or for a nominal fee, can assist you in exploring a business venture as an additional source of income to your program.

- "Specialty Salesman and Business Opportunities"
  307 North Michigan Avenue
  Chicago, Illinois 60601 — $1,00
- Insiders Magazine
  P.O. Box 879
  New Hyde Park, New York 11040 — Trial Issue $2.00
- Spare Time Money Making Opportunities
  Kipen Publishing Corp.
  5810 West Oklahoma Avenue
  Milwaukee, Wisconsin 53219 — Nine Issues $3.00

- Catalog - Start Up Manuals on 186 Very Profitable Businesses
  International Entrepreneurs Association
  2311 Pontius Avenue
  Los Angeles, California 90064 — Free

- "The Newest, Most Unique Ways People Are Making Money" - Vol. II
  International Entrepreneurs Association
  2311 Pontius Avenue
  Los Angeles, California 90064 — Free

- "Hottest New Businesses" Bulletin
  International Entrepreneurs Association
  2311 Pontius Avenue
  Los Angeles, California 90064 — Free

SECTION 4g: RESOURCES

Bakal, Carl. Charity USA. Times Books, 3 Park Avenue, New York, New York 10016; 1979; $16.95.

This book is an account of American charity and tells who gives to charity and why. Bakal takes an inside look at the sophisticated techniques and the almost military precision with which charity campaigns are planned. Described in detail are computerized mass mailings, telethons, personal solicitations, charity balls and other special events useful to coax funds.

The Clearinghouse News. Philadelphia Clearinghouse for Community Funding Resources, 1520 Race Street, Room 1-C, Philadelphia, Pennsylvania 19102.

The Clearinghouse is a resource center which provides fund raising and general organization assistance to grassroots organizations in the Philadephia area. Their monthly publication provides articles useful to those involved in fund raising activities.

The Corporate Fund Raising Directory, 1980-81 Edition. Public Service Materials Center, 415 Lexington Avenue, New York, New York 10017; 1980; 176pp.; $27.50.

350 corporations are included in this directory presenting information on:

name, address and telephone;
contact person for grants (name and title);
primary and secondary areas of corporate giving;
best time to apply;
corporate policy on giving appointments;
typical grants;
total amounts of grants - and range of grants;
any geographic limitation; and
any other relevant information, including guidance and advice to grant seekers.

All of the corporations and corporate foundations appear alphabetically. Oil companies appear within this alphabetical listing but, because of the high interest in this area of American industry, also appear in a separate section. The book also presents a geographical index listing all the corporations by state.

Cumerford, William R. Fund Raising: A Professional Guide. Freguson E. Peters, Co., P.O. Box 21587, Fort Lauderdale, Florida 33335; 1978; 347 pp.

This manual tells how to organize a fund raising campaign (for whatever cause), the mechanics of getting the campaign started, recruiting and training of leaders, going after large gifts, using effective public relations and instilling in potential contributors a sense of philanthropy. This is not a "how to" manual, but rather a guide to fund raising techniques.

Davis, King E. Fund Raising in the Black Community: History, Feasibility, and Conflict. The Scarecrow Press, Inc., Metuchen, New Jersey; 1975 pp.

This book contains information for programs seeking to raise funds in the black community and describes the rebirth of fund raising in these communities as well as independent black fund raising organizations. Appeals that failed are described and analyzed.

Drotning, Phillip T. Putting the Fun in Fund Raising: 500 Ways to Raise Money for Charity. Contemporary Books, Inc., 180 North Michigan Avenue, Chicago, Illinois 60601; 1979; $10.95

This book is a "how to" manual for fund raising volunteers and a guide to organizing and managing community fund raising events. It contains approximately 500 ideas for such events, with instructions to help the reader conduct them.

Flanagan, Joan. The Grass Roots Fund Raising Book: How to Raise Money in Your Community. The Swallow Press, Chicago, Illinois; 1977; 219 pp.; $5.25.

This book shows how concerned citizens can use their talents and knowledge to put together easy to plan fund raising activities. This "how-to-do-it" guide includes advice on: how to choose the right fund raising method for your group; how to make the most money in the least amount of time; how to organize fund raising events; and how to use fund raising to strengthen your organization and recruit and train volunteers.

The Grantsmanship Center. "The Grantsmanship Center News." The Grantsmanship Center, 1015 West Olympic Boulevard, Los Angeles, California 90015; $15.00 per year.

The Grantsmanship Center News covers both public and private funding and includes "how-to" articles on obtaining grants, writing proposals, planning programs, managing non-profit organizations; developing resources and information about deadlines and new grant programs. It is published 8 times per year.

Messinger, Gary S., A.B., Ph.D., Ray B. Feldman, M.B.A. and Robert R. Wellington, L.L. B. The Fund Raiser's Tool Box - How to get a Grant, How to Raise Money in Your Community, How the Pro's Do It. Strategies, Inc., 538 Abrego Street, Monterey, California 93940; 1973; pp. 169.

This book is written for small and medium-sized organizations that cannot afford professional fees; for persons who desire a basic reference; and for staff and employees who can profit from a training manual format.

Mitiguy, Nancy. The Rich Get Richer and the Poor Write Proposals. Citizen Involvement Training Project, University of Massachusetts, Amherst, Massachusetts; 1978; 147 pp.; $5.00.

This manual includes exercises on developing community support; asking for money, interviews with funding sources; information on both grassroots fund raising and grantsmanship; information on how to research possible funding sources; and case studies and sample materials of successful fn fund raising approaches. Written for small and medium-sized groups.

The Non-Profit Money Game, Third Editon. Funding Information Service, Junior League of Washington, Inc., 3039 M Street, N.W., Washington, D.C. 20007; November, 1979; 21 pp.; $1.75.

This publication provides grass-roots fund raising techniques and foundation funding information for non-profit organization. Public relatons and publicity is also addressed.

Revel, Chase. The Newest, Most Unique Ways People are Making Money, Volume II. Baronbrook Publishing Company, 631 Wilshire Boulevard, Santa Monica, CAlifornia, 90401; 1979.

The book describes 288 different entrepreneur projects and list the address of the person or organization to be contacted for further details. The following are some examples of the projects described:

attache case with umbrella
remote control coffee maker
create keepsake wall hangings
sailboat leasing
hobby shop
car wash
flea markets
telephone answering service
pinball arcade
fruit juice bar
used book store
10-minute oil change shop
auto painting
plastics recycling

Sheppard, William E. The Fund Raising Institute Annual Giving Idea Book Including the Sheppard Master Plan for Annual Giving Success. The Fund Raising Institute, Box 365, Ambler, Pennsylvania 19002; 412 pp.; $35.00.

This book presents an assortment of annual giving ideas, techniques and suggestions with sample letters, form and procedures.

Sheridan, Philip G. Fund Raising for the Small Organization. M. Evans and Company,Inc. New York, New York; 1968.

Over 100 tested fund raising ideas are described.

The Sperry and Hutchinson Co. Ways and Means Handbook: A Chairman's Guide to Money Making Projects. The Sperry and Hutchison Co., Consumer Services, 2900 West Seminary Drive, Fort Worth, Texas 76133; 1964; 32 pp.; $0.25.

This short booklet is a guide to planning and carrying out fund raising projects and offers suggestions for planning as well as citing key details easily overlooked.

White, Virginia P. Grants: How to Find Out About Them and What to Do Next. Plenum Press, 227 West 17th Street, New York, New York; 1975; 354 pp.

This book provides a format for approaching and applying to potential funders once they have been identified. General sources of information for grant-making sectors are described in order of grant-making volume, therefore, government sources are first, foundations, businesses and industry follow in that order. The applications process is described in a separate section.

SECTION 5
FOLLOW UP

A number of questions have been prepared as a follow up to information presented in the manual.

Instructions:

- Answer each of the following questions as honestly and thoroughly as possible. Refer to sections of the manual, if you wish. However, do not refer to the Fund Development Needs Assessment at this time.
- After you have completed the questions, compare your answers to the ones from the Fund Development Needs Assessment (Section 1). Have you modified your views in any way?

Questions:

1. On the basis of information presented in the manual, what priority do you think the board of directors should assign to fund raising?

2. How do you think the board of directors could be modified or reorganized to increase its ability to successfully raise funds?

3. Do your by-laws require updating? How?

4. Do you have different expectations about your board than you had before reading the manual? If yes, what are they? _____ Yes _____ No

5. What are you going to recommend to your fund development committee as the necessary budget for your fund raising campaign?

6. What three fund raising methods will you recommend to the board of directors?

   a.

b. _____

c. _____

7. How would you like the community to perceive your program? What steps will be taken to insure that this happens?

8. How can your public relations efforts be integrated with your fund raising campaign(s)?

9. State why you think an individual or business organization should support your agency.

10. Outline a "case statement" for your program:

SECTION 6

RESOURCE ORGANIZATIONS

SECTION 6a: GENERAL RESOURCE ORGANIZATIONS

The following resource organizations can be approached by drug abuse treatment programs which need information on organizing, technical assistance and/or publication material.

ASSOCIATION OF COMMUNITY ORGANIZATIONS
FOR REFORM NOW (ACORN)
828 Barrone Street
New Orleans, Louisiana 70113
(504) 528-1619

or

523 West 15th Street
Little Rock, Arkansas 72202
(501) 376-7151

COMMON CAUSE
2030 M Street, N.W.
Washington, D.C. 20036
(202) 833-1200

CONSUMER FEDERATION OF AMERICA (CFA)
1012 14th Street, N.W., Suite 901
Washington, D.C. 20005
(202) 737-3732

NATIONAL ASSOCIATION OF FARMWORKER
ORGANIZATIONS
1332 New York Avenue, N.W.
Washington, D.C. 20005
(202) 347-2407

NATIONAL CITIZENS COMMITTEE FOR
BROADCASTING
P.O. Box 12038
Washington, D.C. 20036
(202) 462-2520

NATIONAL COUNCIL OF SENIOR CITIZENS
1511 K Street, N.W.
Washington, D.C. 20005
(202) 347-8800

CAMPAIGN FOR HUMAN DEVELOPMENT (CHD)
United States Catholic Conference
1312 Massachusetts Avenue, N.W.
Washington, D.C. 20005
(202) 659-6650

CENTER FOR COMMUNITY CHANGE
1000 Wisconsin Avenue, N.W.
Washington, D.C. 20007
(202) 338-3134

CONSUMER EDUCATION RESOURCE NETWORK (CERN)
1555 Wilson Boulevard, Suite 600
Rosslyn, Virginia 22209
(703) 522-0870

CONSUMER INFORMATION CENTER
Pueblo, Colorado 81009

NATIONAL CENTER FOR APPROPRIATE TECHNOLOGY
P.O. Box 3838
Butte, Montana 59701
(406) 494-4577

NATIONAL CONSUMERS LEAGUE
1522 K Street, N.W., Suite 406
Washington, D.C. 20005
(202) 797-7600

NATIONAL ECONOMIC DEVELOPMENT AND LAW CENTER
2150 Shattuck Avenue, Suite 300
Berkeley, California 94704
(415) 548-2600

NATIONAL PUBLIC INTEREST RESEARCH GROUP CLEARINGHOUSE
1329 E Street, N.W., Suite 1127
Washington, D.C. 20004
(202) 466-6390

NATIONAL SELF-HELP CLEARINGHOUSE
33 West 42nd Street
New York, New York 10036
(212) 840-7606

NATIONAL SELF-HELP RESOURCE CENTER
2000 S Street, N.W.
Washington, D.C. 20009
(202) 338-5704

NATIONAL URBAN COALITION
1201 Connecticut Avenue, N.W.
Washington, D.C. 20036
(202) 331-2456

NEIGHBORHOOD INFORMATION SHARING EXCHANGE
1725 K Street, N.W., Suite 1212
Washington, D.C. 20006
(202) 293-2813

PUBLIC CITIZENS, INC.
1346 Connecticut Avenue, N.W.
Washington, D.C. 20036
(202) 293-9142

RURAL AMERICA, INC.
1346 Connecticut Avenue, N.W.
Washington, D.C. 20036
(202) 659-2800

WASHINGTON CENTER FOR THE STUDY OF SERVICES
1518 K Street, N.W., Fourth Floor
Washington, D.C. 20005
(202) 347-9612

SECTION 6b: VOLUNTEER RESOURCE ORGANIZATIONS

Here is a list of organizations whose primary concern is the support of volunteer activity and who may be able to provide you with assistance. The list is not all-inclusive.

ALLIANCE FOR VOLUNTEERISM
1214 16th Street, N.W.
Washington, D.C. 20036

ALLIANCE OF INFORMATION AND REFERRAL SERVICES
P.O. Box 10705
Phoenix, Arizona 85064

AMERICAN SOCIETY OF DIRECTORS OF VOLUNTEER SERVICES
American Hospital Association
840 N. Lake Shore Drive
Chicago, Illinois 60611

ASSEMBLY OF STATE OFFICES
Governor's Council on Voluntary Action
1280 Asylum Avenue
Hartford, Connecticut 06105

ASSOCIATION FOR THE ADMINISTRATION OF VOLUNTEER SERVICES
Suite 615 - Colorado Building
Boulder, Colorado 80302

ASSOCIATION OF VOLUNTARY ACTION SCHOLARS
Henderson Human Development Building S-211
Pennsylvania State University
University Park, Pennsylvania 16802

ASSOCIATION OF VOLUNTEER BUREAUS
810 N. Fairfax Street
P.O. Box 125
Alexandria, Virginia 22314

COALITION OF NATIONAL VOLUNTARY ORGANIZATIONS/ NATIONAL COUNCIL ON PHILANTHROPY
1214 16th Street, N.W.
Washington, D.C. 20036

NATIONAL ASSEMBLY OF NATIONAL VOLUNTARY HEALTH AND SOCIAL WELFARE ORGANIZATIONS
345 East 46th Street
New York, New York 10017

NATIONAL ASSOCIATION ON VOLUNTEERS IN CRIMINAL JUSTICE
1260 West Bayaud
Denver, Colorado 80223

VOLUNTEER: THE NATIONAL CENTER FOR CITIZEN INVOLVEMENT
1214 16th Street, N.W.
Washington, D.C. 20036

NATIONAL INFORMATION CENTER FOR VOLUNTEERISM
P.O. Box 4179
Boulder, Colorado 80302

NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY
1028 Connecticut Avenue, N.W.
Washington, D.C. 20036

NATIONAL SCHOOL VOLUNTEER PROGRAM
300 North Washington Street
Alexandria, Virginia 22314

VOLUNTEERS PROBATION
200 Washington Square Plaza
Royal Oak, Michigan 48067

WOMEN'S ACTION ALLIANCE
370 Lexington Avenue
New York, New York 10017

THE WOMEN'S FUNDING ASSISTANCE PROJECT
370 Lexington Avenue
New York, New York 10017

WOMEN'S RESOURCES
613 Lombard Street
Philadelphia, Pennsylvania 19147

VAC - YOUR LOCAL VOLUNTARY ACTION CENTER

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APPENDIX A
CASE STATEMENT

HISTORY OF VITAM CENTER - TEN YEARS OF PROGRESS

From its beginning in the late sixties when Walter X. Lehmann, M.D. first began working with troubled adolescents through today, when Vitam stands as a fully staffed, professional treatment facility, the story of our Center's development has been one of growth and success. That success is measured by the fact that since Vitam's incorporation over ten years ago, more than 3,000 youngsters between the ages of 12 and 21 have been treated and over 400 of them have graduated from our long-term treatment program. It is measured, as well, by the treatment facilities which Vitam can now make available to its youngsters: four modern, fully-equipped buildings with a staff of 70, on a 13-acre site in Norwalk, Connecticut. Two additional buildings are off-site, a school which we rent for our special education needs and a group home. Both are within two miles of the Center. Our success is also measured by the successful post-graduate adjustment of over 80 percent of past program participants.

As it has from the very beginning, Vitam's unique treatment approach addresses all aspects of the adolescent's problem - medical, psychological and educational, family counseling services, after-care, day treatment, residential and group home. With the declining age of adolescents afflicted with drug abuse, it is essential that total care be provided and that all parts of the problem be treated.

Youngsters are referred to Vitam from the traditional sources: courts, probation departments, psychiatrists, pediatricians, schools, friends and family members. In addition to their drug abuse problem, they are frequently involved with educational difficulties and criminal justice problems.

THE VITAM PROGRAM

The Vitam program is rigorous and lengthy, lasting from 18 to 24 months, depending on the severity of a youngster's problems. To comprehend the program it is important to remember that there is constant coordination between the therapeutic, educational and family elements of the treatment. The parents are always involved, individually and as a group. They meet regularly with the staff to discuss problems and progress and to help improve each other's effectiveness.

EDUCATION AT VITAM

The learning program is an integral part of the overall treatment plan. The younger students receive regular schooling, with classes daily in English, mathematics, science, and social studies, as well as alternate learning experiences. A full range of sports activities rounds out the educational program. Vitam coordinates closely with the area schools, and also introduces the student to decision-making on continuing education and career planning.

THERAPY AT VITAM

Underlining the family counseling and learning program is a general therapeutic plan. The early weeks spent in the evaluation and orientation stage place a heavy emphasis on individual counseling. As each youngster shows the first positive signs of motivation, the intermediate part of the program begins. When youngsters reach the point where they have control of their problems, the phase out part of the program begins. The overall treatment program takes from 18 to 24 months and the individual treatment plan which defines each youngster's problem is updated on a monthly basis.

THE INTERMEDIATE PROGRAM

As each youngster shows the first positive signs of motivation, the intermediate and longest part of the program begins. The staff and peer groups work closely to help the program member recognize personal problems and what must be done to achieve change and personal growth. The youngster has now begun to understand her/his own personality, to think about the future and to recognize the need to make a conscious choice. To choose life. In Latin: VITAM.

Surrounded by peers, who are also making it in a drug- and alcohol-free environment, and with the constant support of the staff, the Vitam youngster begins to function - as a person, as a student and as a member of the family.

PHASE-OUT

As the program reaches the point where the youngster has shown that she/he has control of the problem, "phase-out" begins - meaning, just as the name implies, that each begins to work their way back into a job or school situation, or into the family. Two major - and quite emotional - events take place at this time.

The first is an evaluation, during which the young person reviews the source of the problems with the staff, and looks back at the treatment and ahead to the future. At this time, the staff makes its final decision on the readiness of the youngster for graduation. That ceremony, another moving event, follows shortly thereafter.

RECOGNITION

As Vitam Center has grown in size, and as the success of its programs has become better known, visitors from many parts of the nation have come to observe its operation. Staff members have, in turn, lectured in this country and abroad. The Vitam program has become a model for assistance to troubled adolescents.

Vitam operates under the auspices of the National Institutes of Health, which, in 1972, awarded the Center a $2.2 million operating grant.

The Center has also received a number of professional certifications:

State of Connecticut:
Department of Children and Youth Services: Licensed as a Child-Caring Agency

Department of Consumer Protection, Drug Control Division

Licensed for Special Education - Learning Disability Program (pending)

U.S. Department of Justice:
Bureau of Narcotics and Dangerous Drugs: Controlled Substances Registration Certificate

Drug Enforcement Administration: Controlled Substances Registration Certificate

ANNUAL REPORT/VITAM CENTER, INC.

Fiscal Year November 1, 1978 through October 31, 1979

TOTAL REVENUE	1978	1979
Treatment Fees	$ 592,629	$ 674,159
Federal Grant	246,267	259,380
Contributions	203,026	269,630
Education	196,704	290,852
State Grants	67,965	107,674
Food Stamps & Sundry	96,966	127,487
TOTAL	$1,403,557	$1,729,182

TOTAL EXPENDITURES	1978	1979
Treatment	$ 790,184	$1,006,455
Management & General	160,236	154,000
Fund Raising	29,924	34,318
TOTAL	$ 980,344	$1,194,773
Excess of Revenues Over Expenses Current Funds	$ 221,588(A)	$ 314,130(B)
Excess of Revenue Over Expenses Land Building & Equipment	$ 201,625(C)	$ 220,279(C)
TOTAL	$1,403,577	$1,729,182

(A) $100,000 designated by Board of Directors as a reserve for contingencies. (Federal Grant Revenue Funds are scheduled to end October, 1980)
(B) $150,000 designated by Board of Directors as a reserve for plant expansion.
(C) Donor Restricted for Development and Capital Programs.

1979 ADMISSIONS STATISTICS

25% increase in number of clients interviewed for admissions (197 in 1978, 246 in 1979).

Number of applicants referred to other agencies more than tripled (13 in 1978, 47 in 1979).

Average age of admissions has dipped below 15 (to 14.8) for first time.

Percentage of minority clients admitted has more than doubled since last year (10% to 23%).

Increase in residential admissions from 59% in 1978 to 77% in 1979 is consistent with facility expansion.

Three-fourths of 1979 admissions were referred through State and legal agencies.

Percentage of admissions from outside Fairfax County equals 1978 figures (47%).

VOLUME OF SERVICES

General	1978	1979
Patient Days	25,793	31,558
Referral to Other Agencies	161	224
Meals Served - Total	69,324	90,742
Professional Services		
Psychiatric	525	478
Medical	934	869
Nursing	20,134	32,244
Psychoeducational	660	871
Psychosocial	619	651
Counseling		
Individual Sessions	4,187	5,108
Group Sessions	6,482	7,908
Family Sessions	503	613
Aftercare Sessions		165
Educational/Vocational		
School and Job Placements	181	160
Special Educational Hours	25,200	36,075

WHY VITAM NEEDS YOUR HELP

A week never passes that we must not turn away children who deserve admission to our long-term treatment program.

We will frequently - and reluctantly - have to say, "no room," to many applicants.

So we need more room for more youngsters. More beds. Expanded educational facilities.

Because Vitam is already making a contribution to our youngsters, we ask you to do the same. Vitam exists only to help youngsters. Our appeal is their appeal. The appeal of that girl or boy we mentioned before.

Who might live next door. Or in your home.

If there were no Vitam - or if a youngster had to be refused admittance to Vitam - where would that child go for help? Where could she or he go? What choice would there be?

Our youngsters face that choice every day. Some can make the right decision; others need help. In the words of the Old Testament:

I call heaven and earth to record . . .
at I have set before you life and death,
essing and curse,
therefore choose life,
that thou and thy seed may live.
(Deuteronomy: 30:19)

Choice is what it's all about in today's adolescent world. Vitam Center offers our younsters a way to choose life.

Because they're worth it.

APPENDIX B

STATE CHARITIES
REGISTRATION OFFICES

ARKANSAS

Velma Caple
Office of the Secretary of State
Little Rock 72201
(501) 373-1628

CALIFORNIA

Warren J. Abbo
Assistant Attorney General
3580 Wilshire Boulevard
Los Angeles 90010
(213) 736-2304

COLORADO

Stephen H. Kaplan
Office of the Attorney General
Legal Services Section
1525 Sherman, Third Floor
Denver 80218
(303) 839-3611...Extension 274

CONNECTICUT

David E. Ormstedt
Assistant Attorney General
165 Capitol
Hartford 06115
(203) 566-3035

DISTRICT OF COLUMBIA

Norman H. Russell
Chief, Business Licensing Branch
Department of Economic Development
614 H Street, N.W., Room 101
Washington 20001
(202) 727-3645

FLORIDA

William Phelan
Director, Division of Licensing
Department of State
The Capitol
Tallahassee 32304
(904) 488-5381 and/or

FLORIDA (cont'd.)

F. Peter Harris
Charitable Solicitations Coordinator
Division of Licensing
The Capitol
Tallahassee 32304
(904) 488-5381

GEORGIA

Cicero Lucas
Office of the Secretary of State
State Capitol
Atlanta 30334
(404) 656-2859

HAWAII

Tony S. Hong
Deputy Attorney General
Hawaii State Capitol
Honolulu 96813 and/or

Administrator
Business Registration Division
Department of Regulatory Agencies
1010 Richard Street
Honolulu 96813
(808) 548-4740

IDAHO

Myrna A. I. Stahl
Assistant Attorney General
Office of the Attorney General
The Capitol
Boise 83720
(208) 384-2400

ILLINOIS

Robert Tingler
Chief, Charitable Trusts and Solicitations Division
Office of the Attorney General
188 West Randolph, Room 1826
Chicago 60601
(312) 793-2595

IOWA

Elizabeth A. Nolan
Assistant Attorney General
State House
Des Moines 50319
(515) 281-5164

KANSAS

Linda Jeffrey
Assistant Attorney General
Kansas Judicial Center
Topeka 66612
(913) 296-3751

KENTUCKY

Richard Wyatt
Assistant Attorney General
209 St. Clair Street
Frankfort 40601
(502) 564-2200

MAINE

Patricia Finnigan
Department of State
Augusta 04330
(207) 289-3501

MARYLAND

Mary E. Schmidt
Office of the Secretary of State
Executive Department
State House
Annapolis 21404
(301) 269-3426

MASSACHUSETTS

Catherine Hantzis
Assistant Attorney General
Public Charities Division
1 Ashburton Place
Boston 02108
(617) 727-2235

MICHIGAN

Patrick Isom
Assistant Attorney General
Law Building
Lansing 48913
(517) 373-1152

MINNESOTA

Larry Salustro
Assistant Attorney General
515 Transportation Building
St. Paul 55155
(612) 296-8955

NEBRASKA

Helen Lang
Secretary to the Deputy Secretary of State
Office of the Secretary of State
Lincoln 68509
(402) 471-2554

NEVADA

William E. Isaef
Deputy Attorney General
Heroes Memorial Building
Carson City 89701
(702) 885-4170

NEW HAMPSHIRE

Thomas E. Thompson
Deputy Director of Welfare
8 London Road
Concord 03301
(603)271-3272 and/or

John Kitchen
Assistant Attorney General
Consumer Protection Division
Office of the Attorney General
State House Annex
Concord 03301
(603) 271-3591

NEW JERSEY

Davis W. Lauer
Deputy Attorney General
Division of Law
State House Annex
Trenton 08625
(609) 292-4925 and/or

Frank Swenson
Administrator, Department of Law and Public Safety
Division of Consumer Affairs
Charities Registration Section
1100 Raymond Boulevard
Newark 07102
(201) 648-4002

NEW YORK

Joseph G. Shea
Associate Accountant
Office of Charities Registration
Department of State
Albany 12231
(518) 474-3720 and/or

Herbert Wallenstein
Assistant Attorney General
Charity Frauds Bureau
2 World Trade Center
New York 10047
(212) 488-7511

NORTH CAROLINA

Ed J. Edgerton
Branch Head
Solicitation Licensing Branch
Department of Human Resources
Division of Facility Services
P.O. Box 12200
Raleigh 27605
(919) 733-5794

NORTH DAKOTA

Robert R. Schaible
Deputy to the Secretary of State
Bismark 58501
(701) 224-2901

OHIO

Richard C. Farrin
Chief, Charitable Foundations Section
Office of the Attorney General
Columbus 43215
(614) 466-3180

OKLAHOMA

Don McCombs, Jr.
Legal Counsel
State Capitol, Room 100
Oklahoma City 73105

OREGON

Julia London
Department of Justice
500 Pacific Building
520 S.W. Yamhill
Portland 97204
(503) 229-5725

PENNSYLVANIA

James Maxie
Department of State
Commission on Charitable Organizations
State Capitol
Harrisburg 17120
(717) 783-1720

RHODE ISLAND

Thomas Corrigan
Department of Business Regulations
100 North Main Street
Providence 02903
(401) 277-2405

SOUTH CAROLINA

Eric Pantsari
Administrator of Public Charities
Division of Public Charities
Office of the Secretary of State
Columbia 29211
(803) 758-2244

SOUTH DAKOTA

Ted Weiland
Director, Division of Consumer Protection
Department of Commerce and Consumer Affairs
State Capitol
Pierre 57501
(605) 773-3696

TENNESSEE

Jim Roberson
Director, Division of Charitable Solicitations
Office of the Secretary of State
Capitol Hill Building
Nashville 37219
(615) 741-2078 or 741-7008

TEXAS

Katherine Chapman
Assistant Attorney General
Supreme Court Building
P.O. Box 12548
Austin 78711
(512) 474-4651

UTAH

G. Blaine Davis
Assistant Attorney General
236 State Capitol
Salt Lake City 84114
(801) 531-7870

VIRGINIA

J. Michael Wright
Office of Consumer Affairs
825 East Broad Street
Richmond 23219
(804) 786-1343

WASHINGTON

Ray Whalin
Division of Professional Licensing
Olympia 98501
(206) 753-1966

WEST VIRGINIA

Ed Holsclaw
Director, Charitable Organizations
Office of the Secretary of State
Capitol Building
1800 Washington Street
Charleston 25305
(304) 348-2112

WISCONSIN

Mark E. Smith
Assistant Attorney General
114 East, State Capitol
Madison 53702
(608) 266-3968 and/or

June Nusbaum
Administrative Assistant
Department of Regulation and Licensing
201 East Washington Avenue, Room 252
Madison 53702
(608) 266-0829

APPENDIX C

COMMUNITY FOUNDATIONS IN THE UNITED STATES

Alabama

The Greater Birmingham Foundation
P.O. Box 9096
Birmingham, AL 35213

California

The San Mateo Foundation
1204 Burlingame Avenue, Room 10
Burlingame, CA 94010

Community Trust of Santa Clara County
393 E. Hamilton Avenue, Suite B
Campbell, CA 95008

The Corcoran County Foundation
P.O. Box 457
Corcoran, CA 93212

The Humboldt Area Foundation
P.O. Box 632
Eureka, CA 95501

Fresno Regional Foundation
1171 Fulton Mall, Room 1221
Fresno, CA 93721

Glendale Community Foundation
420 North Brand Boulevard
Suite 614
Glendale, CA 91203

California Community Foundation
333 South Hope Street
P.O. Box 44303, Terminal Annex
Los Angeles, CA 90054

Monterey Foundation
550 Calle Principal
P.O. Box 1384
Monterey, CA 93940

The East Bay Community Foundation
P.O. Box 688
Oakland, CA 94604

Pasadena Foundation
16 North Marengo Avenue
Suite 219
Pasadena, CA 91101

Riverside Foundation
4333 Orange Street,
Suite 20
Riverside, CA 92501

San Diego Community Foundation
P.O. Box 2671
San Diego, CA 92112

The San Francisco Foundation
425 California Street
San Francisco, CA 94141

Santa Barbara Foundation
11 East Carrillo Street
Santa Barbara, CA 93101

Colorado

Colorado Springs Community Trust Fund
P.O. Box 2168

Colorado Springs, CO 80901

The Denver Foundation
209 Sixteenth Street
Suite 428
Denver, CO 80202

The Greater Englewood Foundation, Inc.
3200 South Franklin
Englewood, CO 80100

Mesa County Foundation, Inc.
c/o Helman Young
P.O. Box 688
Grand Junction, CO 81501

Connecticut

The Bridgeport Area Foundation, Inc.
955 Main Street, Room 508
Bridgeport, CT 06603

The Greenwich Foundation for Community Gifts
One Lafayette Place
Greenwich, CT 06830

The Meriden Foundation
14 West Main Street
P.O. Box 951
Meriden, CT 06450

New Britain Foundation for Public Giving
P.O. Box 102
New Britain, CT 06050

The New Haven Foundation
1 State Street
New Haven, CT 06510

The Stamford Foundation
c/o Fairfield County Trust Company
300 Main Street
P.O. Box 1297
Stamford, CT 06903

The Torrington Area Foundation for Public Giving
c/o Hartford National Bank & Trust Co., Trust Department
336 Prospect Street
Torrington, CT 06790

The Waterbury Foundation
c/o The Colonial Bank & Trust Company, Trust Department
P.O. Box 252
Waterbury, CT 06702

The Hartford Foundation for Public Giving
45 South Main Street
West Hartford, CT 06107

The Greater Norwalk Community Foundation, Inc.
10 Westport Road
Wilton, CT 06897

Delaware

The Delaware Foundation
c/o The Bank of Delaware
300 Delaware Avenue
Wilmington, DE 19899

District of Columbia

The Community Foundation of Greater Washington, Inc.
4508 Hoban Road, N.W.
Washington, DC 20007

Florida

Pinellas County Community Foundation
1253 Park Street
Clearwater, FL 33516

Dade Foundation
955 S.W. 2nd Avenue
Miami, FL 33101

Palm Beach County Community Foundation
411 South County Road
Palm Beach, FL 33480

The Community Foundation of Sarasota
c/o Southeast Banks Trust Company, N.A
P.O. Box 267
Sarasota, FL 33578

Winter Park Community Trust Fund
c/o First National Bank at Winter Park
P.O. Box 1000
Winter Park, FL 32789

Georgia

Savannah Foundation, Inc.
428 Bull Street
P.O. Box 9119
Savannah, GA 31402

Metropolitan Foundation of Atlanta
1331 Healey Building
P.O. Box 1357
Atlanta, GA 30301

Metropolitan Augusta Foundation
P.O. Box 36
Augusta, GA 30903

Hawaii

Hana Maui Trust
P.O. Box 98
Hana, HI 96713

The Hawaiian Foundation
c/o Hawaiian Trust Company Ltd.
P.O. Box 3170
Honolulu, HI 96802

Illinois

The Alton Foundation
620 East Broadway
Alton, IL 62002

The Arcola Foundation
c/o The First National Bank of Arcola
Arcola, IL 61910

The Aurora Foundation
32 Water Street
Aurora, IL 60507

The Centralia Foundation
c/o Old National Bank
20th Street
Rock Island, IL 61201

Community Foundation of Champaign County
805 West Church Street
Champaign, IL 61820

The Chicago Community Trust
208 South LaSalle Street
Suite 850
Chicago, IL 60604

The Moline Foundation
c/o Moline National Bank
506 15th Street
Moline, IL 61265

Oak Park-River Forest Community Foundation
c/o Oak Park Trust & Savings Bank
1044 Lake Street
Oak Park, IL 60301

Rockford Community Trust
c/o The First National Bank & Trust Company
401 East State Street
Rockford, IL 61101

The Rock Island Community Foundation
213-20th Street
Rock Island, IL 61201

Sterling-Rock Falls Community Trust
c/o The Central National Bank of Sterling
302 First Avenue
Sterling, IL 61081

Indiana

The Portland Foundation
1329 South Meridian Street
P.O. Box 1094
Portland, IN 47371

Sullivan County Foundation
110 South Main Street
Sullivan, IN 47993

The Wells County Foundation, Inc.
807 Riverview Drive
Bluffton, IN 46714

The Brookville Foundation
511 Main Street
P.O. Box 192
Brookville, IN 46714

Fort Wayne Foundation, Inc.
215 W. Washington Boulevard
Fort Wayne, IN 46802

The Greencastle Foundation
c/o First Citizens Bank & Trust Company
Greencastle, IN 46135

The Indianapolis Foundation
615 N. Alabama Street, Room 119
Indianapolis, IN 46204

The North Manchester Community Foundation, Inc.
211 Grandview Court
North Manchester, IN 46962

Kosciusko County Foundation
1610 East Center Street
P.O. Box 777
Warsaw, IN 46580

Iowa

Davenport Area Foundation
409 Putnam Building
Davenport, IA 52801

The Community Welfare Foundation of Cedar Rapids, Iowa
500 Merchants National Bank Building
P.O. Box 2107
Cedar Rapids, IA 52406

Waterloo Civic Foundation
471 Sunrise Boulevard
Waterloo, IA 50701

Kansas

Waverly Community Foundation
901 Main Street
McPherson, KS 67460

The McPherson Community Foundation
901 Main Street
McPherson, KS 67460

Salina-Charities Foundation Inc.
c/o First National Bank & Trust Company
101 North Santa Fe
Salina, KS 67401

Kentucky

Blue Grass Foundation, Inc.
2020 Nicholasville Road
Lexington, KY 40503

Lexington-Fayette County Foundation, Inc.
Citizens Bank Square, Suite 4-A
Lexington, KY 40507

The Owensboro-Daviess County Community Foundation
1619 Frederica Street
Owensboro, KY 42301

Louisiana

Baton Rouge Area Foundation
P.O. Box 66375
Baton Rouge, LA 70806

Shreveport-Bossier Foundation
P.O. Box 1106
Shreveport, LA 71156

Maine

The North Haven Foundation
10 School Street
P.O. Box 425
North Haven, ME 04853

Maine Charity Foundation
c/o Maine National Bank
P.O. Box 3555
Portland, ME 04104

Maryland

The Community Foundation of Greater Baltimore Area, Inc.
One Charles Center, Suite 1110
Baltimore, MD 21201

Massachusetts

Attleboro Foundation
c/o Attleboro Trust Company
P.O. Box 330
Attleboro, MA 02730

Committee of the Permanent Charity Fund, Inc.
One Boston Place, Room 3005
Boston, MA 02106

Cornerstone Charitable Foundation
c/o New England Merchants Nationl Bank
28 State Street
P.O. Box 2197
Boston, MA 02107

Old Colony Charitable Foundation
c/o The First National Bank of Boston
100 Federal Street
Boston, MA 02110

Committee of the Brockton Charitable Fund, Inc.
c/o First County National Bank
90 Main Street
Brockton, MA 02403

The Cambridge Foundation
99 Bishop Richard Allen Drive
Cambridge, MA 02139

Dover Foundation, Inc.
P.O. Box 69
Dover, MA 02030

Greater Fall River Foundation, Inc.
687 High Street
Fall River, MA 02722

Greater Worcester Community Foundation
237 Chandler Street
Worcester, MA 01609

Michigan

The Adrian Foundation
2711 E. Maumee Street
Adrian, MI 49221

Allegan Foundation
P.O. Box 15
Allegan, MI 49010

The Ann Arbor Area Foundation
2301 Platt Road
Ann Arbor, MI 48104

Greater Battle Creek Foundation
512 Michigan National Bank Building
Battle Creek, MI 49014

Berrien Community Foundation
P.O. Box 68
Benton Harbor, MI 49022

The Colon Foundation
108 W. State Street
Colon, MI 49040

Detroit Community Trust
c/o Detroit Bank & Trust Company
211 West Fort Street
Detroit, MI 48226

Oakland County Community Trust
c/o Detroit Bank & Trust Company
211 West Fort Street
Detroit, MI 48226

The Flint Public Trust
1010 Genesee Bank Bldg.
Flint, MI 48502

The Fremont Area Foundation
204 West Main Street
Fremont, MI 49412

Grand Haven Area Community Foundation, Inc.
Security First Bank Building, Suite 202
Grand Haven, MI 49417

Grand Rapids Foundation
300-C Waters Bldg.
Grand Rapids, MI 49502

The Greater Holland Community Foundation
196 River Avenue
Holland, MI 49423

The Jackson Foundation
505 Wildwood Avenue
Jackson, MI 49201

Kalamazoo Foundation
332 1SB Building
141 South Rose Street
Kalamazoo, MI 49006

The Greater Lansing Foundation
c/o American Bank & Trust Company, Trust Department
P.O. Box 300
Lansing, MI 48902

Midland Community Foundation
P.O. Box 289
Midland, MI 48640

Muskegon County Community Foundation
313 W. Webster Avenue, Room 100
Muskegon, MI 49440

Leelanau Township Foundation, Inc.
Northport, MI 49670

The Pontiac Foundation
33 West Huron Street
Pontiac, MI 48058

Port Huron District Foundation Inc.
P.O. Box 285
Port Huron, MI 49050

Traverse Area Foundation, Inc.
407 National Bank Building
Traverse City, MI 49684

Vicksburg Foundation
336 West Washington Street
Vicksburg, MI 49097

Minnesota

Duluth Community Trust
c/o Northern City National Bank
306 West Superior Street
Duluth, MN 55801

The Minneapolis Foundation
400 Foshay Tower
821 Marquette Avenue
Minneapolis, MN 55402

The Rochester Foundation
247 First National Bank Building
201 South First Avenue
Rochester, MN 55901

Saint Paul Foundation
355 Washington Street, Room 305
St. Paul, MN 55102

Missouri

St. Louis Community Trust
7733 Forsyth Boulevard, Suite 1854
St. Louis, MO 63105

Nebraska

Merrick Foundation, Inc.
1615-17th Avenue
Central City, NE 68826

The Lincoln Foundation, Inc.
215 Centennial Mall South
Lincoln, NE 68508

New Hampshire

New Hampshire Charitable Fund
1 South Street
Concord, NH 03301

The Randolph Foundation
Randolph, NH 03571

New Jersey

South Jersey Foundation
c/o Burlington County Trust Company, Trust Department
91 East Main Street
Moorestown, NJ 07060

The Plainfield Foundation
202 Park Avenue
Plainfield, NJ 07060

Trenton Community Foundation
19 Chancery Lane
Trenton, NJ 08618

New York

Mohawk-Hudson Community Foundation, Inc.
877 Madison Avenue
Albany, NY 12208

The Buffalo Foundation
812 Genesee Bldg.
Buffalo, NY 14202

Corning Community Foundation, Inc.
c/o Lincoln First Bank of Rochester
2 East Market Street
Corning, NY 14830

Greater Endicott Area Foundation
512 Overlook Terrace
Endicott, NY 13760

Glens Falls Foundation
c/o First National Bank of Glens Falls
239 Glen Street
P.O. Box 311
Glens Falls, NY 12801

The Tompkins County Foundation, Inc.
415 Hanshaw Road
Ithaca, NY 14850

Lyndonville Area Foundation, Inc.
South Main Street
P.O. Box 1
Lyndonville, NY 14098

New York Community Trust & Community Funds, Inc.
415 Madison Avenue
New York, NY 10017

Poughkeepsie Area Fund, Inc.
35 Market Street
Poughkeepsie, NY 12601

Rochester Area Foundation
315 Alexander Street, Room 205
Rochester, NY 14604

Scarsdale Foundation
4 Richbell Road
Scarsdale, NY 10583

The Schenectady Foundation
P.O. Box 1020
Schenectady, NY 12301

Central New York Community Foundation
423 West Onondaga Street
Syracuse, NY 13202

The Community Foundation of Unadilla, New York, Inc.
98 Main Street
Unadilla, NY 13849

Utica Foundation, Inc.
233 Genesee Street
Utica, NY 13501

The Watertown Foundation, Inc.
600 Woolworth Building
Watertown, NY 13501

North Carolina

Greater Charlotte Foundation, Inc.
301 South Brevard Street
Charlotte, NC 28202

Durham Foundation, Inc.
c/o Centralia Carolina Bank & Trust Company, Trust Department
P.O. Box 931
Durham, NC 27702

Elizabeth City Foundation
P.O. Box 14
Elizabeth City, NC 27909

Hickory Community Foundation, Inc.
P.O. Box 350
Hickory, NC 28601

Landis Community Foundation, Inc.
213 East Garden Street
Landis, NC 28088

Rocky Mount Foundation
150 Howard Street
Rocky Mount, NC 27801

Salisbury Community Foundation, Inc.
c/o Security Bank & Trust Company
P.O. Box 1327
Salisbury, NC 28144

Thomasville Community Foundation, Inc.
c/o Wachovia Bank & Trust Company
10 Salem Street
Thomasville, NC 27360

The Polk County Community Foundation, Inc.
165 Wilderness Road
P.O. Box 1123
Tryon, NC 28782

The Winston-Salem Foundation
2230 Wachovia Building
Winston-Salem, NC 27101

Ohio

Akron Community Trusts
1 Cascade Plaza
Akron, OH 44308

The Ashtabula Foundation, Inc.
P.O. Box 695
Ashtabula, OH 44004

Bryan Area Foundation
P.O. Box 651
Bryan, OH 43506

Canton Welfare Federation Community Memorial Trust
c/o Canton Welfare Federation
618 Second Street, N.W.
Canton, OH 44703

The Stark County Foundation
618 Second Street, N.W.
Canton, OH 44703

Mercer County Civic Foundation
P.O. Box 145
Celina, OH 45822

The Greater Cincinnati Foundation
812 Gas & Electric Bldg.
Fourth & Main Streets
Cincinnati, OH 45202

The Cleveland Foundation
700 National City Bank Building
Cleveland, OH 44114

The Columbus Foundation
17 South High Street, Suite 707
Columbus, OH 43215

The Dayton Foundation
110 East Second Street
Dayton, OH 45402

Galion Community Foundation
312 E. Payne Avenue
Galion, OH 44833

Hamilton Community Foundation, Inc.
323 North Third Street
Hamilton, OH 45011

St. Clair Foundation
Lewisburg, OH 45338

The Lorain Foundation
c/o Lorain National Bank
457 Broadway
Lorain, OH 44052

Richland County Foundation of Mansfield, Ohio
38 South Park Street, Room 106
Mansfield, OH 44902

The Marietta Community Foundation
c/o the People's Banking & Trust Company
P.O. Box 666
Marietta, OH 45750

The Mount Vernon Community Trust
109 Catherine Street
Mount Vernon, OH 43050

Licking County Foundation for Public Giving
36 North Second Street
Newark, OH 43055

Lake County Foundation
50 Liberty Street
Painesville, OH 44077

Scioto County Area Foundation
48 National Bank Building
Portsmouth, OH 45662

Salem Community Foundation, Inc.
P.O. Box 483
Salem, OH 44460

The Sidney Community Foundation
c/o Garmhausen, Kerrigan & Elsass
Ohio Bldg.
Sidney, OH 45365

The Springfield Foundation
35 South Spring Street
Lagonda Club Bldg.
Springfield, OH 45502

The Toledo Community Foundation
Community Services Bldg.
1 Stranahan Square, Room 141
Toledo, OH 43604

The Tipp City Foundation
c/o The First National Bank & Trust Company
910 West Main Street
Troy, OH 45373

The Troy Foundation
c/o The First National Bank & Trust Co.
910 West Main Street
Troy, OH 45373

The Van Wert County Foundation
101½ East Main Street
Van Wert, OH 45881

Youngstown Foundation
P.O. Box 450
Youngstown, OH 44501

The Fayette County Charitable Foundation
604 S. Fayette Street
Washington Court House, OH 43106

Oklahoma

Muskogee County Community Action Foundation, Inc.
P.O. Box 1483
Muskogee, OK 74401

Oklahoma City Community Foundation, Inc.
1300 North Broadway
Oklahoma City, OK 73103

The Tulsa Foundation
c/o First National Bank & Trust Company of Tulsa
P.O. Box 1
Tulsa, OK 74102

Oregon

The Benton County Foundation
P.O. Box 911
Corvallis, OR 97801

The Pendleton Foundation Trust
P.O. Box 218
Pendleton, OR 97801

The Oregon Community Foundation
319 Yeon Bldg.
Portland, OR 97204

Salem Foundation
c/o Pioneer Trust Company
109 Commercial Street, N.E.
Salem, OR 97301

Pennsylvania

Ashland Trusts
702 Centre Street
Ashland, PA 17921

Emporium Foundation, Inc.
P.O. Box 31
Emporium, PA 15834

The Erie Community Foundation
P.O. Box 1818
Erie, PA 16507

The Greensburg Foundation
18 East Pittsburgh Street
Greensburg, PA 14601

The Grove City Foundation
209 West Pine Street
Grove City, PA 16127

The Harrisburg Foundation
P.O. Box 1010
Harrisburg, PA 17108

Central Montgomery County Foundation
114 East DeKalb Pike
P.O. Box 534
King of Prussia, PA 19406

The Lancaster County Foundation
30 West Orange Street
Lancaster, PA 17604

The Philadephia Foundation
Two Girard Plaza, Suite 1502
Philadelphia, PA 19102

The Pittsburgh Foundation
301 Fifth Avenue, Suite 1417
Pittsburgh, PA 15222

The Warren Foundation
P.O. Box 69
Warren, PA 16365

The Williamsport Foundation
c/o Northern Central Bank & Trust Company
102 West Fourth Street
P.O. Box 810
Williamsport, PA 17701

York Foundation
140 East Market Street,
P.O. Box 2026
York, PA 17401

The Altoona Foundation
1206 11th Avenue
Altoona, PA 16603

Bethlehem Area Foundation
408 Main Street
Bethlehem, PA 18018

The Scranton Area Foundation
P.O. Box 937
Scranton, PA 18501

Rhode Island

The Rhode Island Foundation
15 Westminster Street
Providence, RI 02903

South Carolina

Anderson Community Foundation, Inc.
107 North Main Street
P.O. Box 649
Anderson, SC 29621

The Greenville County Foundation
P.O. Box 2145
Greenville, SC 29602

The Spartanburg County Foundation
424 Montgomery Bldg.
Spartanburg, SC 29301

Tennessee

Community Foundation of Greater Chattanooga, Inc.
1033 Volunteer Bldg.
Chattanooga, TN 37402

Community Improvement Foundation of East Tennessee
1212 Pierce Parkway, Suite 101-A
Knoxville, TN 37921

Memphis-Plough Community Foundation
First National Bank Building, Suite 1521
Memphis, TN 38103

Texas

Amarillo Area Foundation, Inc.
1001 Fisk Bldg.
Amarillo, TX 79101

Navarro Community Foundation
531 First National Bank Building
P.O. Box 1035
Corsicana, TX 75110

Dallas Community Chest Trust Fund
Fred M. Lange Center
4605 Live Oak Street
Dallas, TX 75204

Dallas Foundation
3300 Republic Bank Tower
Dallas, TX 75201

Gray-Pampa Foundation, Inc.
120 West Kingsmill Street
Pampa, TX 79065

San Antonio Area Foundation
201 North St. Mary's Street
San Antonio, TX 78205

Waco Perpetual Growth Foundation
1801 Austin Avenue
Waco, TX 76701

Waxahachie Foundation, Inc.
200 Overhill Drive
Waxahachie, TX 75165

Vermont

Vermont Charitable Foundation
RFD Box 57
Waitsfield, VT 05673

Virginia

Norfolk Foundation
406 Royster Bldg.
Norfolk, VA 23510

The Portsmouth Community Trust
2115 High Street
P.O. Box 668
Portsmouth, VA 23705

The Greater Richmond Community Foundation
809-B Mutual Bldg.
9th and Main Street
Richmond, VA 23219

The Richmond Foundation
c/o The Virginia Trust Company
821 East Main Street
Richmond, VA 23214

Washington

Foundation for Enumclaw Community, Inc.
24524 S.E. 558th
Enumclaw, WA 98022

The Seattle Foundation
1425 4th Avenue
Joshua Green Bldg., Room 520
Seattle, WA 98101

Greater Spokane Community Foundation
1006 Old National Bank Bldg.
Spokane, WA 99201

Stanwood-Camano Area Foundation
64 Broadway
P.O. Box 558
Stanwood, WA 98292

West Virginia

The Greater Kanawha Valley Foundation
P.O. Box 3041
Charleston, WV 25331

Parkersburg Community Foundation
16 Citizens Bank Building
P.O. Box 1762
Parkersburg, WV 26101

Wisconsin

The Ashland Foundation
100 Second Street, West
Ashland, WI 54806

Beloit Foundation, Inc.
423 Bluff Street
Beloit, WI 53511

Cambridge Foundation
Main Street
Cambridge, WI 53523

Kenosha Foundation
c/o The First National Bank of Kenosha
P.O. Box 280
Kenosha, WI 53141

La Crosse Foundation
c/o La Crosse Trust Company
311 Main Street
La Crosse, WI 54601

Madison Community Trust Fund
c/o First National Bank of Madison
1 South Pinckney Street
P.O. Box 1271
Madison, WI 53701

Fort Atkinson Community Foundation
c/o Godfrey & Kahn
780 North Water Street
Milwaukee, WI 53202

The Milwaukee Foundation
161 West Wisconsin Avenue, Suite 5146
Milwaukee, WI 53203

Oshkosh Foundation
c/o First Wisconsin National Bank of Oshkosh,
111 North Main Street
Oshkosh, WI 54901